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**Local Government Support  
Project in Moldova**

# **Year II Annual Report**

**OCTOBER 2013**

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# Year II Annual Report

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## **ACRONYMS**

<b>AEE</b>	<b>National Agency for Energy Efficiency</b>
<b>CALM</b>	<b>Congress of Local Authorities from Moldova</b>
<b>COP</b>	<b>Chief of Party</b>
<b>COR</b>	<b>Contracting Officer's Representative</b>
<b>CSO</b>	<b>Civil Society Organizations</b>
<b>DCOP</b>	<b>Deputy Chief of Party</b>
<b>EBRD</b>	<b>European Bank for Reconstruction and Development</b>
<b>EE</b>	<b>Energy Efficiency</b>
<b>EEA</b>	<b>Energy Efficiency Advisor</b>
<b>EEM</b>	<b>Energy Efficiency Manager</b>
<b>EF</b>	<b>Equipment Fund</b>
<b>EMM</b>	<b>Excellence in Municipal Management</b>
<b>EU</b>	<b>European Union</b>
<b>GIZ</b>	<b>German Agency for International Cooperation</b>
<b>GoM</b>	<b>Government of Moldova</b>
<b>IDU</b>	<b>Institute for Urban Development</b>
<b>IER</b>	<b>Intermediate Expected Result</b>
<b>IMC</b>	<b>Inter-Municipal Cooperation</b>
<b>IOF</b>	<b>Incentives and Opportunities Fund</b>
<b>ISC</b>	<b>Information and Service Center</b>
<b>LEEAP</b>	<b>Local Energy Efficiency Action Plan</b>
<b>LEEP</b>	<b>Local Energy Efficiency Plan</b>
<b>LGRP</b>	<b>Local Government Reform Project</b>

<b>LGSP</b>	<b>Local Government Support Project in Moldova</b>
<b>LPA</b>	<b>Local Public Authorities</b>
<b>M&amp;E</b>	<b>Monitoring and Evaluation</b>
<b>MoU</b>	<b>Memorandum of Understanding</b>
<b>MoF</b>	<b>Ministry of Finance</b>
<b>MPI</b>	<b>Municipal Performance Index</b>
<b>NEEAP</b>	<b>National Energy Efficiency Action Plan</b>
<b>NGO</b>	<b>Non-Governmental Organization</b>
<b>PMEP</b>	<b>Performance Monitoring and Evaluation Plan</b>
<b>PMU</b>	<b>Project Management Unit</b>
<b>PPP</b>	<b>Public Private Partnership</b>
<b>PSI</b>	<b>Primary Selection Index</b>
<b>SIDA</b>	<b>Swedish International Development Cooperation Agency</b>
<b>SoW</b>	<b>Scope of Work</b>
<b>UNDP</b>	<b>United Nations Development Program</b>
<b>USAID</b>	<b>US Agency for International Development</b>
<b>VAT</b>	<b>Value Added Tax</b>

## Section 1: OVERVIEW

### *Executive Summary*

**400 Local Government elected officials and staff successfully completed the Excellence in Municipal Management (EMM) program as scheduled. EMM certification demonstrates that participants have improved their capacity in public service delivery and financial management, revenue enhancement, budget practices and asset management, urban planning and energy efficiency within 21 training sessions.**

Upon request of the Moldova State Chancellery and Ministry of Finance, 4 more training sessions were provided on the proposed New Local Public Finance System and budget preparation for the 2014 budget year for more than **200 personnel from 100 municipalities**. This extended the reach of LGSP from the 32 raion center towns to all the towns and villages in 6 raions. The request was withdrawn before the training could be provided to the remaining 6 assigned to LGSP. LGSP was immediately responsive to a need expressed by the Moldovan government, obtained USAID agreement, adjusted schedules and cooperated with UNDP and CALM to meet the need.

LGSP is currently providing assistance to all 32 partner towns following the official launches of the project and signed MOUs with the remaining 20 towns. All the Town Action Plans were developed and signed by cohort 2&3 partner towns. The Town Action Plans for Cohort 1 have been updated according to the LGSP Year 3 Work Plan and also signed by partner towns.

The development, dissemination and discussion of the Municipal Performance Index (MPI) results have been completed for the Cohort 1 partner towns. Also, the MPI process has begun for Cohort 2/3 towns with the completion of the Citizen Survey. Thus, LGSP has distributed the MPI results for some, and the citizen survey reports to all 32 partner towns. The partner towns will use the presented information for the development of the town halls' strategic plans and annual work plans in order to improve local governance and service delivery.

Communication, sharing of best local practices, development of networking between the LGSP partner town mayors is continuously supported by LGSP. Quarterly Mayors Meetings (QMM) began in mid-year, and two were conducted during the reporting period. Public service delivery, partnerships with civil society, economic development and attraction of local and foreign investors were the main topics of the reunions.

Strategic planning is underway in 11 partner towns with the strategic plan completed in Causeni and presented to the local council for final approval. Focus groups and working group are active in Cohort 1 towns with strategic plans due to be completed in November and December of 2013.

Public service delivery improvement requires the development of a Public Service Improvement Plan. That plan is to be produced as the result of diagnostic analysis performed on the service provider. Diagnostic analysis of the service providers for the critical services chosen by partner towns is underway and will be completed by the end of November 2013.

The Concept Note of the Citizen Information Service Center for Ungheni was completed. The CISC is intended to improve the delivery of administrative services, improve communication

with the public and create a convenient business interface between the local government and the citizens. Implementation in Year 3 of LGSP activity is planned.

Increased local revenues were realized as the result of technical assistance on municipal property assets management, and the assessment of the current PPP/IMC potential projects. Direct technical assistance resulted in increased revenues through increased transfer payments by raion councils for three towns.

The first completed LEEP/AP was presented to the town of Ialoveni. Upon approval it will become a part of the Ialoveni strategic plan, which needs only the LEEP/AP to be up to date and complete. LGSP continued its cooperation with the Agency for Energy Efficiency in order to synchronize efforts in providing technical assistance on the development of individual LEEPs and LEEAPs for the 12 partner towns of Cohort 1.

LGSP in partnership with AEE developed the Energy Efficiency Guide and distributed it to local governments, to CALM and to others

Increasing transparency and accountability is being accomplished at the local level through an improved participation of citizens in local government activities. LGSP provided technical assistance to partner towns in identifying and implementing instruments for increased financial and fiscal transparency at the local level.

- LGSP completed the development of the Communication Guide for LPAs;
- provided support to towns for the development and approval of the Town Communications Regulations;
- provided support to partner towns in designing and printing of leaflets on Strategic Planning;
- provided support to partner towns on local taxes and budget.

LGSP strengthened the cooperative relationship with international and local partners active in the field of local governance and improving public service delivery. LGSP cooperated with State Chancellery, Ministry of Finance, UNDP, CALM on supplemental budget training in five raions. Cooperation with EU and UNICEF on CISC in Ungheni and strategic planning in Orhei strengthened and improved LGSP performance. LGSP cooperated with Regional Development Agencies on events, with AEE on an Energy Efficiency Guide, with Polish Solidarity Fund on funds and grants. The collaboration with the Solidarity Fund resulted in cost reduction as LGSP was saved the cost of an international consultant for EMM training. Other collaborations resulted in improved products and services as other resources were added.

## ***Project Background***

USAID Moldova has created and funded the four-year, \$9.3 million LGSP to assist Moldovan local governments to design and implement policies and procedures that contribute to good governance, develop capacity to meet decentralized authorities and responsibilities for services in a transparent manner, and provide basic services that engender growth of local economies and make services more cost effective and efficient.

The LGSP mission is to: ***“Improve the lives of people in Moldova through strengthening local governments by mentoring, supporting, and increasing quality and access to public services.”***

LGSP has three interrelated components:

1. **Improve municipal service delivery, including planning, service management and service quality and quantity.** The project assists towns in strategic action planning that supports infrastructure improvements and the extension of more effective/efficient service delivery.
2. **Increase revenues available to local governments and improvements in financial management practices.** The project contributes to strengthening municipal financial management capacities and optimizing municipal revenue generation potential.
3. **Assist with the development and implementation of local energy efficiency plans and practices and support management of municipal energy efficiency projects.** The project is assisting municipalities in the development of local energy efficiency plans, analyzing the feasibility of energy efficiency projects, and the realization of energy efficiency gains.

To measure and promote municipal improvement, LGSP has developed an MPI tool. Through the annual collection of quantitative data and in-depth surveys of citizens and local leaders, the MPI measures municipal performance across LGSP’s three components. MPI serves to guide technical assistance delivery, instill competition for improvement, and provide an objective methodology for attribution of LGSP’s impact.

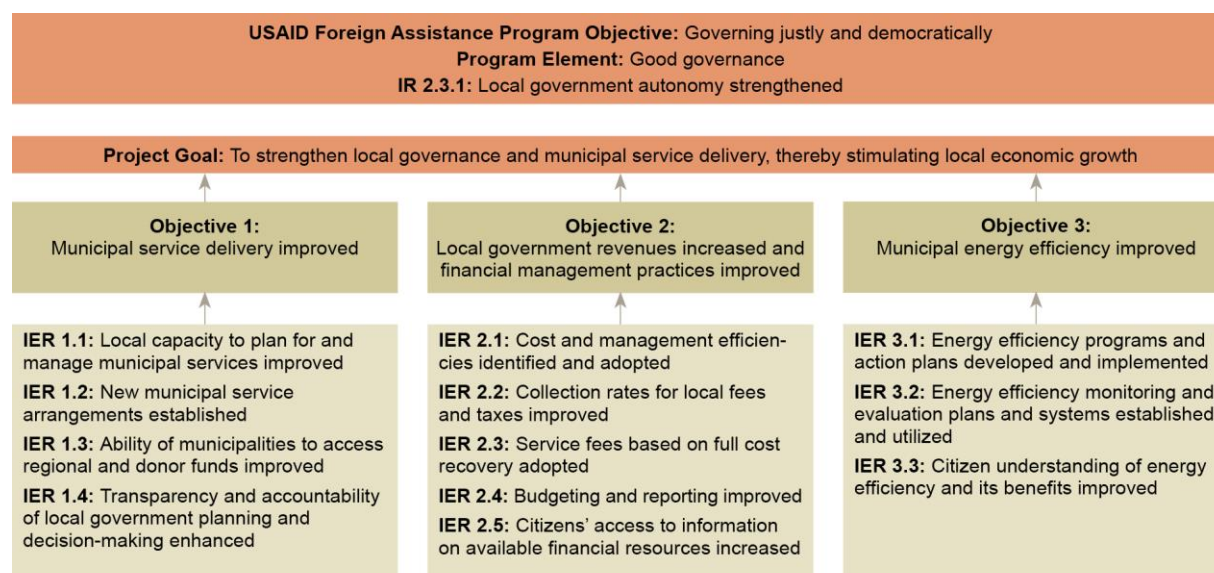
LGSP’s EMM certification program provides core competency training and technical assistance to towns, followed by tailored, demand-driven technical assistance. EMM is structured to provide towns with practical tools that yield tangible results. EMM graduates are eligible for small infrastructural and service delivery support under an Incentives and Opportunities Fund (IOF). The IOF is carefully restricted to ensure its effectiveness. The initial MPI and town selection assessment provides insight into how it can be effectively used and the possibility of co-financing with other funding sources in order to stretch the funds available.

In certain situations where there is an urgent and legitimate need identified, LGSP uses a Direct Procurement Fund (DPF) to support partner towns in proposed improvements under each of the project’s components through provision of direct procurements of equipment made on behalf of partner towns and municipal enterprises. These procurements will come either as complementary equipment necessary for improving a service delivery under a larger financing project from national and international donor funds or as direct interventions with equipment deemed necessary as a result of a needs assessment and service delivery improvement plan for the partner towns.



Led by USAID’s implementing partner and prime contractor, Chemonics International, the LGSP team includes subcontractors VNG International, Encon Services International, IDU, and Magenta Consulting. LGSP will also coordinate with donors such as the Council of Europe, the United Nations Development Program (UNDP), the Swedish International Development Cooperation Agency (SIDA), the Polish Solidarity Fund and GIZ.

## Results Framework



IER = Intermediate Expected Result

## ***Municipal Performance Index (MPI)***

In accordance with the Year 2 work plan, LGSP in partnership with subcontracting companies Magenta Consulting and IDU completed the implementation of the first round of MPI assessment for 12 partner towns and Citizen Survey for the rest 20 partner towns. The MPI assessment report for the Cohort 2&3 partner towns will be performed in the first quarter of Year 3.

The implementation of MPI was done based on comprehensive MPI Methodology developed by subcontractors Magenta Consulting and IDU. MPI is a tool for objectively measuring the performance of LGSP towns/municipalities across four sector and three cross-cutting assessment domains. A set of assessment criteria and assessment indicators were established for each of the assessment domains. The primary data have been collected via interviews and questionnaires with local government officials, public service provider management or staff, and citizens. The qualitative and quantitative results were transformed into performance indicators and have been applied to measure the performance of the partner towns

The performances of partner towns were evaluated by questionnaires concerning:

- *Organizational, Functional and service rendering capacity of administrative services;*
- *Management of Public Finances, Public Property and Financing Projects;*
- *Lawfulness and transparency of activity, relational capacity;*
- *Public Services Management.*

In addition, three cross-cutting domains were assessed:

- *Ensuring a sustainable development process;*
- *Approach based on respecting human rights and equal opportunities; and*
- *Promotion of energy efficiency policies and use of renewable resources.*

LGSP distributed the MPI and Citizen Survey assessment reports to all partner towns for information purposes and discussion with municipality and service provider's staff.

Valuable recommendations were provided for each sector, such as:

- *Develop and implement mechanisms/written procedures for updating the towns' Socio-Economic Development Strategies;*
- *Set up institutional frameworks for monitoring and assessing urban development plans;*
- *Enhance the accessibility of information on procedures for processing acts and documents issued by the local governments.*
- *Improve the operation of tax collectors; expand their areas of competence and responsibility, and improve the mechanisms of monitoring income collection.*
- *Use public hearings and debates focusing on the management of public funds on a larger scale. To get citizens opinion about the selection of high priority projects that will be financed by LPA, and in many cases to attract people with their own contribution; also to increase the citizen confidence towards LPA ability to manage public funds.*

Also, the assessment report includes baseline information which will be further used to answer the following LGSP performance indicators:

- *Number of Cohort 1 partner towns that report improved performance according to service providers' records (on the basis of interviews) and perceptions of end-users (on the basis of survey results).*

- *Percent increase in access to minimum-standard priority local government services in LGSP Cohort 1 partner towns.*
- *Number of Cohort 1 partner towns in which citizen ratings indicate qualitative improvements in a selected service.*
- *Percent increase of the population in Cohort 1 partner towns that indicate qualitative improvements in a selected service. The indicator will be disaggregated by gender, age, and income.*
- *Number of towns in which citizens indicate increased awareness of energy efficiency. The indicator will be disaggregated by geographic location, strength of the local economy, and gender.*

## ***Quarterly Mayors Meeting***

Quarterly Mayors Meetings (QMM) are an important opportunity for local elected officials to obtain new information/skills, share practical experiences, and build new capacities. The QMMs also contribute to best practices and information-sharing among partner towns that will build local support for decentralization and disseminate information about high-performing local governments and services. LGSP has organized two Quarterly Mayors Meetings.

- The first QMM took place on December 20, 2012 in Chisinau. The QMM agenda included topics such: a detailed presentation on the implementation of action plans signed between LGSP and partner towns, which enabled local governments to better understand the project approach to implementation of action plans, understand planned technical assistance programs that will be delivered by international and local consultants and contracted companies, and plan activities efficiently; presentation of best practices from LGSP partner towns tax/fee collection methods; and local government efforts to increase locally generated revenues. Also during this meeting Mayors proposed to organize future QMM's in different locations (LGSP partner towns).
- The second QMM was held on April 25-26, 2013 in Ungheni. At the event, the mayor of Ungheni made a presentation on successful experience and collaboration between LPA and civil society organizations. Also, the participants visited Ave Ungheni Municipal Utility, the service provider for collection and disposal of solid waste. The participants were informed about the successful implementation of the partnership between Ungheni and Austrian investor Ave in the field of integrated waste management. One of the important sectors for Ungheni is economic development and attraction of local and foreign investors. In this respect, the partner towns' mayors visited the Free Economic Zone and were informed about the important role of local government in facilitating private sector development.

## ***Project launch for Cohort 2&3 Partner Towns***

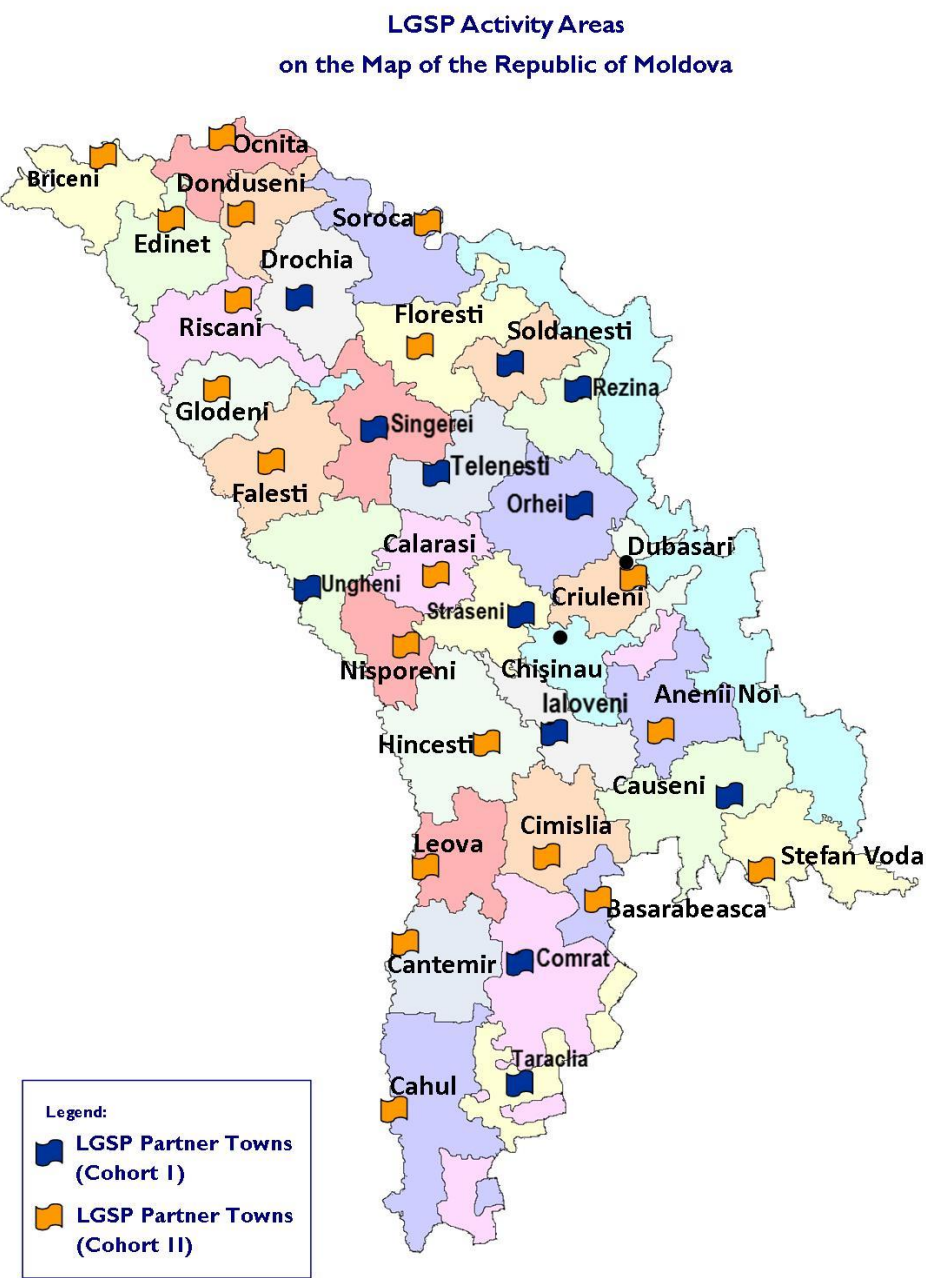
LGSP has conducted 20 project launches for the Cohort 2 and 3 partner towns (see *Annex A*). The local launches presented the project objectives and area of interventions in every partner town. The launches were attended by town hall staff, local councilors, citizens of the respective localities, non-governmental organizations, donor organizations that operate in the regions, local TV and mass media, and representatives of Municipal Enterprises, etc.

**Mayor of Edinet, Mr. Constantin Cojocaru**, said during the LGSP launch event: “The project comes at the very opportune time. I mean that local public authorities, municipal utilities, civil society and other institutions will benefit from the project activities. LGSP project is special, because it comes to support local public authorities to improve municipal services, financial management and energy efficiency.”

Following each project launch, a Memorandum of Understanding was signed – defining areas of mutual cooperation with LGSP partners. The Town Action Plans were drafted as a result of local workshops, which followed immediately after the official launches. During the workshops, using a participatory approach, representatives of local public administration, municipal enterprises, and civil society, discussed and formulated ideas on actions that should be taken into consideration during the project implementation.

The issues outlined by LGSP partner towns from Cohorts 2&3 during the regional project launches were almost identical to those from Cohort 1. They were: Limited financial resources available at the local level, low motivation to generate own revenues due to framework legal disincentive; obsolete local infrastructure – local roads, water supply and waste management systems, hence the poor quality of public municipal services; high energy cost. All local governments showed substantial interest to cooperate with LGSP, based on their experience with other international and national donors and expressed high expectations from the LGSP project to support them in solving the above mentioned issues.

Figure.1



## ***Municipal Action Plans***

Following their approval on the project launch date, LGSP began immediately to implement the Municipal Action Plans, which encompass training and technical assistance based on local needs, priorities and project objectives.

Those needs typically include:

- Project assistance in updating strategic planning documents of partner towns, or developing new ones, if necessary. Applying transparency and accountability tools in partner towns, support in developing internal regulations and citizen participation action plans, websites, social media, information bulletins and other communications means..
- Service improvements to include comprehensive diagnostic analysis (technical and financial) and a detailed service improvement plan;
- Assessing the opportunity of Public Private Partnership projects – and further support on implementation when feasible;
- Creation of an efficient Municipal Property/Asset Management System that will lead to increased own revenues and improved public financial management - resulting in better municipal services provided to citizens.
- Completion of LEEP/APs, development of concrete actions in order to reduce the consumption of all types of energy in the municipal buildings that will have significant positive impact on local budget.

## ***Excellence in Municipal Management (EMM)***

During the reporting period (October 2012 – September 2013), 21 training sessions utilizing 14 training modules have been conducted in accordance with EMM Program (see *Annex C*). EMM has prepared Cohort 1 partner towns to improve service delivery, planning, financial management and energy efficiency as the authority is provided to them and the means become available.

As a result of EMM training program, **388** participants from 12 municipalities have attended these trainings, including **187 women and 201 men**. The training sessions were conducted by international experts in partnership with regional and local expert teams. The training materials have been developed and printed for each training module and distributed to all participants *Annex D*. The DVDs containing the electronic versions of the partial handouts as well as the Info Toolkits were handed to them at the end of all fourteen training modules.

Conclusions and accomplishments of the EMM Program and suggestions for the continuation of the project:

- All 12 Partners Towns are certified for successful completion of the Excellence in Municipal Management (EMM) Program.
- The training activities of the EMM Program show the necessity for constant improvement of the LPA capacity, especially since upcoming decentralization will bring more competencies and responsibilities to the local authorities.
- Most evaluation forms suggested “an imperative need to provide following assistance, including specialized trainings for local service’ providers in order to improve the municipal services quality and quantity.

Each training module was assessed by participants using evaluation questionnaires targeting four major performance areas: training topics; training methods effectiveness; trainers' competence and abilities; training's logistical and organizational level.

### **EMM Training evaluation summary**

83% of the participants of all training sessions, found the subjects of the courses highly valuable. 33% of them mentioned the limited possibilities to apply the received knowledge in their professional practices. 47% of respondents mentioned that they will be able to apply better the current legal framework and procedures in daily administrative activities in their towns; and 38% will try to implement the best practices that were shared/presented by regional/international trainers and which can be replicated in Moldova. 79% of the participants appreciated very highly the training participatory instruments used by trainers. 99% of the participants highly praised the trainer's presentation skills and competence. Partner towns consistently requested more training and more technical assistance, a testament to the perceived quality of the LGSP product.

### **Training in Local Public Finance**

At the request of the State Chancellery and Ministry of Finance, a set of trainings have been offered to the mayors of all towns and villages in 5 raions on budget preparation under the proposed amendments to the Law on Local Public Finance. Thus, one-day training sessions were implemented during September, 17-25, 2013, in the following raions: Anenii Noi, Taraclia and Basarabasca, Telenesti and Soldanesti. These trainings were prepared and delivered by local experts in partnership with the UNDP LGRDP project, State Chancellery and Ministry of Finance. About 225 mayors and finance specialists from 102 villages and towns attended the trainings and actively participated in the informational and practical sessions on budgeting process.

### **Study visit in Romania**

On October 29 - November 3, 2012, LGSP held a study visit in Romania for mayors and deputy mayors from all Cohort 1 towns except Comrat, whose representatives were unable to attend. The representatives were accompanied by five LGSP staff and the project's Contracting Officer's Representative (COR).

The aim of the study visit was to expose the participants to the successful implementation of decentralization in Romania, meet mayors and other officials who themselves managed the changes over more than 15 years, and learn from best practices in local governance. The participants visited five successful local governments of varying sizes: Vulcana-Bai commune, town of Topoloveni, Pitesti and Ramnicu Valcea municipalities, and Sector 6 of Bucharest municipality.

The study visit was a unique opportunity for LGSP partners to learn directly from their Romanian colleagues and share best practices on local public administration and decentralization process. The lack of a language barrier allowed for good communication.

Suggested follow-up activities inspired by the study tour include:

- LGSP will support its partners in their efforts to improve their association based on models presented in Romania. All the hosts emphasized effective associations as a precondition for efficient decentralization.
- LGSP will further encourage its partners to take advantage of private sector expertise and management to implement new municipal arrangements (concession, PPPs, and IMCs).
- LGSP will encourage communication and sharing of experience between its partners through different tools including mayors meetings, business lunches, and professional users groups meetings (e.g. financial specialists, public relations specialists, secretaries of local councils, etc.).
- LGSP will hire Romanian consultants to provide guidance and support in planned activities (e.g. current and/or former mayors and deputy mayors and other specialists) including the establishment of citizen information and service centers, financial management (including revenue enhancement), and integrated strategic planning.



## Section 2: TECHNICAL ACTIVITIES

### *Performance Monitoring and Evaluation Plan, Gender Strategy*

During Year 2, 12 towns have received continuous support in the three LGSP domains, to improve performance. (ind. 1)

Taraclia measurably improved financial management performance with a \$5600 cost savings due to an underutilized water pump, discovered during the asset management technical assistance that will be transferred to the municipal Water and Sewer company. (ind. 2)

Additional improvements in service delivery will be quantifiable after the Service improvement plans (ind. 7, 15) are completed and implementation started. (ind. 3) Service improvement plans will be delivered in November 2013.

Indicators 4, 5, and 25 depend upon the next MPI citizen survey, to take place in 2014.

Strategic Plans (ind. 6) have been completed in Causeni and are underway in 10 towns (except Orhei and Telenesti from the 1<sup>st</sup> cohort).

No new service arrangements (ind. 8) were implemented with LGSP support, but 2 most feasible public-private partnerships from among those submitted were identified and recommended by LGSP experts in Taraclia – public transportation and in Straseni with the Parking lot development.

Taraclia has managed to co-share investments by allocating funds from the local budget in order to improve the bus system in the city. Straseni has contributed the land for the Free Economic Zone development and construction. (ind. 9)

Ind. 10 Inspired and motivated during the EMM training on Communication and citizen involvement, 6 towns from the first cohort created Facebook Pages, which especially served Rezina and Singerei, who do not have websites. With project provided cameras, town halls became more visible to their citizens by placing more on their websites. LGSP helped involve citizens in decision making by elaborating 8 leaflets (Soldanesti, Orhei, Rezina, Causeni, Drochia, Singerei, Straseni, Comrat) on Strategic Planning, informing them how they can participate and contribute to the process. Leaflets for 8 towns were also produced to inform the citizens on the local taxes and fees (Telenesti, Soldanesti, Taraclia, Orhei, Rezina, Causeni, Drochia, Singerei). Public hearings were organized in Orhei and Straseni, following the LGSP's recommendation, and contests involving youth became very popular among the partner towns. To improve town halls' transparency, LGSP has supported towns with installing information panels in all 12 Cohort 1 towns.

#### **Ind. 10. Citizen feedback mechanisms institutionalized with LGSP support:**

1. Facebook pages (6)
2. Newsletters (2)
3. Info panels (12)
4. Cameras –more pictures on web sites (12)
5. Public hearings (2)
6. Leaflets on strategic planning (8)
7. Leaflets on taxes and fees (8)
8. Internal Communications Regulations (6 adopted, the remaining – in process)
9. Strategic planning focus groups, involving various community groups
10. Youth contests suggested and initially supported by LGSP have become popular among towns

The revenue generation plans (ind. 11) are yet to be developed in partner towns on the basis of the Revenue Generation Guide to be produced by LGSP.

Four towns, Taraclia, Orhei, Comrat and Ungheni have adopted the Asset Management Plans (ind. 12) developed with LGSP support. More concrete details can be found under Component 2. IER. 2.1.

As a result of the technical assistance offered by LGSP, three partner towns managed to increase budget revenues by 10% in Causeni, 40% in Straseni, and by 18% in Taraclia, accounting for an average of 5.67% per Cohort 1 towns during Year 2 ([ind. 13](#)).

Comrat, Taraclia and Orhei will have increased revenues from the property that was re-evaluated as a result of the technical assistance in asset management, but the measurable results are to be registered in the coming year. ([ind. 14](#))

[Indicators 16](#) and [17](#) are the measurement of partner town success in meeting the new Government accounting standards, when they will be enforced.

Internal Communications Regulations ([ind.18](#)) have been introduced and approved by Council decision or by Mayor's disposition in 6 town halls. The other towns are reviewing the new version of the Communications Regulations proposed by LGSP and adjusting it to local needs.

Eight towns are in the process of LEEP/AP preparation ([ind.19](#)). Ialoveni it is complete.

LGSP has assisted 5 towns (Straseni, Causeni, Taraclia, Telenesti and Soldanesti) in applying to the Energy Efficiency Fund. The final results are yet to be announced. ([ind. 20](#)); 816 person hours have been completed by the energy managers during the EMM program. ([ind. 21](#))

As a result of the audits performed and of the LEEP/APs that are being developed, improved energy services ([ind. 22](#)) are expected. [Indicators 23](#) and [24](#) are dependent upon the EE M&E system (see IER 3.2.)

The first MPI citizen survey indicates an average of 5.58% awareness of energy efficiency ([ind. 25](#)) in the Cohort 1 partner towns. The highest awareness rate was found in Ialoveni (20%) and the lowest in Comrat (0%).

The M&E data collection visits revealed that no town has a human resources policy that includes equal employment opportunities for men and women, and anti-discrimination. ([ind. 26](#))

As a result of the gender presentation during the Second Mayors' Meeting in Ungheni, and the M&E specialist discussions with the mayors during regional visits, localities have appointed or are considering appointing Gender Focal Persons (according to the Decentralization Strategy, each locality should have one). This would be a part-time role for an existing position. They would have to make a gender analysis on the decisions; policies and regulations to be adopted at the local level, and ensure the effects and benefits on both men and women, as well as on at risk groups are evaluated and considered. They would also have to promote the development and adoption of gender mainstreaming documents.

### ***Gender Strategy***

During the reporting period, the LGSP Gender Strategy was developed with the support of two gender experts from Chemonics Washington, and was approved by USAID. The M&E/Communications specialist was appointed as gender focal person.

The majority of EMM trainings had the gender component incorporated. And the SoW for EMM-II program shall all have gender components.

The Communications Guide for LPAs as well as the Internal Communications Regulations for the town halls includes gender mainstreaming.

A presentation on 'Gender approach in local policies' was prepared and presented jointly by E&M/Communications/Gender specialist and the Capacity Building specialist by during the second Mayors' Meeting in Ungheni.

Women participated in greater numbers than men in the LGSP events during 2013, such as public hearings and strategic planning workshops and working/focus groups. Women represented 55-60% of participants.

LGSP supported CALM at NEXPO, moderated the Gender Panel and presented gender aspects in public service delivery during the conference. LGSP sponsored four Moldovan mayors at the conference. The presentations inspired some mayors who developed project ideas and policy concepts on gender equity for their localities.

## ***Component 1: Improve Municipal Service***

During this reporting period, LGSP devoted significant efforts to improving municipal service delivery, including planning, service management, and service quality and quantity. All 32 municipal strategic plans were reviewed and specific targeted technical assistance has begun in updating/developing of municipal strategic plans for the 12 Cohort 1 partner towns. Comprehensive diagnostic analysis of municipal service providers has begun with the assistance of a specialized consultant. The development of service improvement plans, based on cost recovery principles will follow.

In support of new municipal arrangements, LGSP started its assistance with delivery of practical trainings on public-private partnerships and inter-municipal cooperation to be followed by technical assistance in partner towns.

LGSP initiated its assistance on the establishment of Information and Service Centers with a joint project in Ungheni with European Union, UNICEF and in cooperation with the USAID supported BRITE project. The effort has produced a workable concept of a center to provide both individual and business oriented administrative services. The concept was presented to the town and is pending approval before implementation begins.

Three (3) partner towns received technical assistance from LGSP to apply for Ambassadors Fund for Cultural Preservation. LGSP intensively distributed to partner towns available information on the financing opportunities.

### ***IER 1.1: Improve Local Capacity to Plan and Manage Municipal Services***

LGSP developed and implemented in Cohort 1 towns a methodology for socio-economic development strategies at the local town level that meets all legal requirements and best international practices. The methodology includes the structure of the strategy: diagnostic analysis of the main sectors, strategic context, SWOT analysis, strategic development objectives, and the action plan 2014-2016. The methodology developed by LGSP adds emphasis not included in prior strategic plans: communal services, energy efficiency and finance management. An energy management chapter is to be added to each strategic plan.

Moreover, the local strategies will be correlated with the strategic documents at the national and regional level (Moldova 2020, Regional Development Strategy for Central, North and South Region). The methodology for the strategic planning process at the local level was based on two main principles: participatory local development planning and stakeholder dialogue.

A Report on Participatory Framework was developed to ensure that participatory planning makes planning and resource allocation systems more responsive to the specific needs and possibilities of the local population. The document highlights the involvement of a varied range of local actors – the public sector, civil society, private sector – in planning and managing local development. Moreover, stakeholder involvement enhances community self-determination and citizen engagement.

A road map for each town was developed. The road map included all the activities to be carried out, with dates and persons responsible for organizing the activities. The road map was approved by the Mayoralty of each town and correlated with all the activities and trainings which were planned by the LGSP project.

LGSP Team launched the strategic planning process at the national level in January. Mayors, Deputy Mayors and the persons responsible for strategic planning from our 1st Cohort of beneficiary towns participated. The objective of the workshop was to discuss the strategic planning model at the local level, the strategic framework at the national level and the need to coordinate the activities established at the local level with the national and regional objectives. Regional Planning Agencies and other donors attended.

Afterwards, the strategic planning process was launched in the following towns: Orhei, Strășeni, Drochia, Taraclia, Singerei, Rezina, Căușeni, Șoldănești, Comrat, Ungheni. This workshop was a one day event. In the morning the participants were representatives of the Local Public Administration and in the afternoon representatives of civil society, private sector, councilors, and leaders of political parties.

Focus groups on branding and youth were assembled and put to work. The participants of the focus groups have been carefully selected to respect the requested criteria on age, ethnic background, and gender. The focus groups have been useful tools in identifying other stakeholders from the community which are not necessarily actors comfortable to the Town Hall.

Following a lengthy process, two Moldovan firms were selected to draft the socio-economic development strategies. In August the contracts were signed with the Institute for Urban Planning (IDU) and with Contact. IDU is responsible for supporting the strategic planning process for Town Halls of Rezina, Singerei, Drochia and Ungheni while Contact is responsible for Comrat, Taraclia, Strășeni, Șoldănești and Ialoveni (with energy efficiency sector).

In Telenești and Orhei, LGDP team is coordinating its activities with an EU funded project that is implemented by local consulting company Business Consulting Institute in developing socio-economic development strategies. Also, in partnership with UNICEF, LGSP will update the strategy in Ungheni partner town. Thus,

In the reporting period, a joint workshop has been conducted by LGSP with the representatives of the UNICEF project Disasters' Risk Reduction and Response to Emergency Situations, implemented by the Red Cross of Moldova. The main issues discussed referred to the analysis of the disaster risks in the town of Ungheni and different approaches for integration of the results of the analysis in the socio-economic development process.

The Socio-Economic Strategy for Causeni has been completed. The document was presented to the mayoralty and accepted as a final product. Following the Mayor's acceptance, the Strategy was submitted to the Local Council for discussion and approval and it was approved in the first reading. The document will be adjusted according to the local council suggestions and will be finally approved by council by the end of November 2013. The Socio-Economic Strategies for the remaining Cohort 1 towns will be completed in November and December.

### **Municipal service delivery**

Improvement of municipal service delivery, including service planning, management, service quality and quantity is among the main requirements of the LGSP project. Cohort 1 partner towns have selected one priority service to target for improvement with project technical assistance. Seven selected water supply and sanitation services; two towns selected waste

management service, one street lighting and one green space management. LGSP has contracted the review of the current activity of water supply, sanitation service and waste management and preparation of a comprehensive diagnostic analysis report that will cover administrative, financial, operational and technical aspects of the service providers. That effort is underway.

Based on the diagnostic analysis, the company will develop a detailed service improvement plan and implementation schedule based on cost recovery principles and addressing identified financial, institutional, and operational issues to improve performance of the service provider.

### ***IER 1.2: Establish New Municipal Service Arrangements.***

LGSP has initiated a number of important activities that will ultimately contribute to the establishment of new municipal service arrangements in the partner towns. LGSP has contracted a company to develop the Concept and Operational Manual of the Citizen Information and Service Center (CISC). The basic idea of the CISC is that clients (citizens and legal entities) will contact one single point (physical or electronic) to get information, obtain all necessary paperwork, submit applications, etc., rather than having to go through a labyrinth of town hall departments, offices, and other public authorities. The CISC presents a single interface for the conduct of business with the public providing rapid and convenient service from customer service professionals while improving administrative function by relieving operational offices of the individual need to work directly with citizens and business.

The CISC concept has been developed in Ungheni in order to take advantage of an EU grant for the same purpose which will provide temporary staff, and to enable collaboration with the USAID supported BRITE project with a requirement to create such centers for the convenience of business interests. The establishment of CISC in one of its partner towns will encourage replicating the model in other partner towns.

Thus, numerous activities have been accomplished during this reporting period, for CISC establishment:

- Assess existing mechanisms of providing administrative services in Ungheni town (issuing certificates, permits, authorizations, etc.) and the possibility for their optimization; a detailed inventory of all administrative services provided by town administration was conducted.
- Detailed descriptions for each administrative service prepared (service passports);
- Review of national legislation relevant for the optimization of administrative local services;
- 4 specialized sectorial meetings organized to discuss the solutions for service provision improvements with participation of different specialist from Ungheni LPA (and other local public authorities interested in the CISC); central public authorities representatives, experts, other stakeholders;
- Development of proposals for revision of short-term processes ("immediate") and long term in order to improve public service delivery;
- Prepared and presented the draft of CISC Concept and Operational Manual.

During the reporting period, LGSP provided practical training on PPP and IMC to Cohort 1 partner towns and their neighboring villages. The objective of the training was to promote broader buy-in and understanding of PPP-IMC arrangements related to the development and promotion of new municipal service arrangements. Following the training sessions LGSP continued to provide technical assistance to partner towns in the development of PPP projects with involvement of international and local experts. LGSP requested project proposals and analyzed them for feasibility. Two Cohort 1 project ideas were recommended for implementation. They are in Taraclia, a Public Transport project, and in Strasenii, a parking area development project.

### ***IER 1.3: Ability of municipalities to access regional and donor funds improved***

LGSP has worked on identifying the financing opportunities available for local authorities. Also, as part of the EMM training program, LGSP has offered in June 2013 a specialized training on Funds and Grants Management to all Cohort 1 partner towns. Participants were acquainted with topics such as project development, preparation of concept notes, identifying donors and funds, development of project budgets, European Union funding programs for 2014-2020 and opportunities for Moldovan local public authorities. The event also included a specialized session on the presentation of national funding instruments: Energy Efficiency Fund, Regional Development Fund, and the National Environmental Fund .

Additionally, LGSP provided assistance to partner towns in accessing the Ambassadors Fund for Cultural Preservation (assistance provided to Orhei, Rezina and Causeni); UNDP Support to Confidence Building Measures Program (Rezina).

LGSP met with the team from the Information Center for Local Authorities (ICLA), which provides information on funding opportunities to local authorities and NGOs in the Republic of Moldova, and assists them to apply for available funding, to search and establish project partners abroad. As a result, a fruitful cooperation was established for the benefit of partner towns in identifying sources of funding and providing assistance in accessing funds.

### ***IER 1.4: Transparency and accountability of local government planning and decision-making enhanced***

LGSP offered technical assistance in increasing transparency and accountability at the local level through developing informational bulletins, leaflets and other informational materials for the public. The project also offered technical assistance in the development of internal communication regulations for each partner town.

LGSP has developed and printed the Communications Guide for local governments. The Communications Guide covers internal and external communication, communications tools, public events and campaigns, public hearings and focus groups, gender and energy efficiency, as well as success stories. The Guide includes models/templates for several needed documents such as invitations, press releases, agendas, leaflets, information bulletins, posters, action plans, etc. The Communication Guide was distributed during the second EMM Summit on July 10th, 2013.

The LGSP towns were assisted in designing and printing promotional leaflets on Strategic Planning that included information about Strategic Planning: why it is important for citizens to

get involved and be active participants in the process of the development of the Socio-economic Development Strategy.

LGSP team has organized workshops on Public Participation and presented the Internal Communications regulation in Singerei and Straseni.

Additionally LGSP assisted:

- **Orhei** in developing leaflets and brochures about public hearings. LGSP printed and helped disseminate the materials during the public hearing event. LGSP also assisted the Orhei team in designing the Youth Video/Photo Contest “Your Town from Youth Perspective” announcement. The contest was promoted by the Orhei town hall as well as the LGSP team on Facebook, [www.civic.md](http://www.civic.md), and [www.orhei.md](http://www.orhei.md). LGSP participated in the evaluation team and helped choose the winners of the contest.
- **Singerei** in designing, elaborating, and printing of a special edition information bulletin for youth for the Open Day event in Singerei Town Hall, as well as diplomas and certificates for National Youth week.
- **Rezina** in designing and printing the announcement for a Youth Video/Photo Contest. LGSP also participated in the jury team and designed, developed, and printed diplomas and certificates for participants. Another product is the electronic version of the Information Bulletin – special youth edition – which was designed, elaborated, and sent to partners, media, and local citizens from the Rezina region.
- **Soldanesti** to design, develop, and print the Informational Bulletin which was disseminated to local citizens at the town day.
- **Straseni** in the design, elaboration, and printing of town leaflet. LGSP also reviewed and edited the Mayor’s Power Point presentation about town hall activities and achievements, which is used for presentations, reports, and donor information. LGSP also assisted the Straseni team in designing the Youth Video/Photo Contest announcement. **Causeni** in the design and elaboration of an Information Bulletin and a Leaflet on environmental awareness.



**Component 2: Increase Local Revenues and Improve Financial Management**

LGSP dedicated significant efforts to improve financial management, through strengthening municipal financial management capacities and optimizing municipal revenue generation potential.

Project activities under component two focused on the implementation of the Excellence in Municipal Management (EMM) training program on: property assets management, public-private partnerships (PPPs) and inter-municipal cooperation (IMCs), revenue enhancement, budgeting and reporting procedures.

**IER 2.1: Identify and Adopt Cost and Management Efficiencies**

**Municipal Asset Management.** During Year 2 LGSP organized two repetitions of the Municipal Property and Asset Management Training for Cohort 1 partner towns: the first one – for the policy decision makers target group and the second - for officials assigned to the operational tools for policy implementation, dealing with municipal property issues. Based on Municipal Property and Asset Management Training program feedbacks, LGSP provided a follow up practical technical assistance in four partner towns’ pilot projects: Orhei, Taraclia, Comrat and Ungheni, undertaking an analysis of the current situation, as well as a comparison of the self-assessed performance with leading practice and aspirations.

First, LGSP performed working meetings, group discussions and individual interviews, data collection and workshops with the LPAs actors involved in Municipal Property Asset Management. Major technical issues and the importance of development of the Municipal Property Asset Management System have been discussed.

The technical assistance in Orhei, Taraclia, Ungheni and Comrat partner towns focused on the following:

- Detailed presentation of the process development and implementation of an asset management plan;
- Develop plan activities efficiently based on assets’ performance;
- Need to hire a Municipal Asset Management Specialist and to establish an Asset Management Committee responsible for ensuring that municipal assets are effectively maintained by optimal utilization
- Improve towns’ capacity and support them to increase locally generated revenues.

In most cases, the property/ asset management is a new concept. Major issues that are addressed:

- *Establish the Municipal Assets Records and Ownership Titles.* In



**Main issues and changes identified:**

- 70% of the municipal land does not have ownership record on paper and no data related to it.
- The lack of municipal ownership titles of LGA fixed assets, prevalent for land, infrastructure, public parks and recreational facilities.
- Cadaster Office charges service fees for each issued document in the range of 60 to 80 MDL.
- There is no systematic register of municipal fixed assets, neither on paper files, nor in electronic format.
- The public property is not reflected in the municipal balance sheet.
- 18% to 35% of municipal balance sheet account for municipal fixed assets.
- Over 90% of municipal fixed assets have not been evaluated within the past 20 years.

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this respect partner towns started to gain all the necessary legitimate information and establish Municipal Property Ownership archive.

- *Perform Inventory and Registration* The main part of public property is not registered and inventoried within the local government.
- *Improve Organizational structure and personnel* – assisted partner towns established a Municipal Asset Management Committee and appointed a public asset management specialist.
- *Valuation and Appraisal* - the assigned value of public property does not reflect actual market values, since the applied methods for evaluation do not use up-to-date methods of market appraisal.
- *Financial Planning and Cost Control* is limited and incomplete, since the assets of municipal enterprises are not included in the municipal balance sheet. LPAs initiated to develop consolidated balance sheet and include Municipal Service Companies assets in the capital planning process.

In order to offer practical support to partner towns, LGSP developed a draft of the Municipal Property Asset Management Manual Template, a Job Description for the Asset Management Specialist Template and an Asset Management Plan Template. They were correlated with the existing legal framework related to public property at the local level and aligned to the priorities and objectives established by each local government. Based on the LGSP drafted municipal asset management system improvement documents, an LPA can develop a detailed asset management improvement action plan and implementation schedule based on cost recovery and management efficiency principles.

LGSP partner towns have already made considerable progress on asset management system implementation.

In **Taraclia and Orhei** , the Asset Management activities are implemented very actively and results are visible. They have made excellent progress in asset management, as follows:

- An asset management specialist was hired and job description is approved and validated;
- Local Town Council took the decision to establish an Asset Assessment Committee with 9 members, including 4 councilors and 5 members of LPA;
- Inventory, assessment and Registration of Municipal Assets are ongoing;
- About 50% of municipal assets inventoried and included in the Municipal Asset Register.

As a result of the technical assistance in Taraclia municipality ***about 50 thousand m<sup>2</sup> of public property, was identified, which will bring about \$40 thousand of additional own source revenues.***

Following the technical assistance in Asset management, Orhei municipality ***increased the value of its owned property from \$1.6 million up to \$6,9 million*** as a result of reevaluation of public assets.

LGSP initiated technical assistance in the development of Municipal Property Asset Management System for Comrat and Ungheni partner towns. The experts supported LPA staff in the development of the Asset Management Plans, Assets Management Specialist job descriptions.

**PPPs and IMCs.** LGSP provided support on new municipal arrangements with the delivery of practical trainings on PPPs and IMCs and their neighboring villages, potential cooperation clients related to the development and promotion of new municipal service arrangements at reduced cost, increased revenues available to LGSP partner towns.

The training on PPP and IMC were followed by targeted technical assistance on and for Cohort 1 partner towns in the assessment of PPP projects ideas, following Moldova-specific rules and regulations and the best international practices, with involvement of international and local experts. Based on the experts' assessment report, LGSP selected the two most viable PPP projects, to assist with the creation of potential new or revised municipal service arrangements, such as:

- develop the concept and terms of reference for possible pre-feasibility study, that will be presented to Local Councils for discussions and approval
- development of regulations with possible involvement of private sector
- identification of areas for potential cooperation with projects and partners

As a result of LGSP actions, 11 PPP projects were assessed out of which 4 PPP the most feasible projects ideas were identified. Follow international experts recommendation, LGSP will continue to provide assistance in implementation of 2 PPP projects, one in Taraclia for Public transportation improvement and one in Straseni in establishing the public parking lot.

#### ***IER 2.2: Improve Collection Rates for Local Fees and Taxes & IER 2.3: Adopt Service Fees Based on Full Cost Recovery***

Currently, Moldovan law provides no incentive for increasing own-source revenues, as the transfers from the national budget through the raions are likely to be reduced by whatever amount the local authority is able to increase on its own. Legislation which would positively impact local government is pending.

On July 12, 2013 the Parliament of Moldova approved (in the second reading) the Amendments of Law on Local Public Finances (# 397-XV of October 16, 2003). These amendments of Law on Local Public Finances are in line with National Decentralization Strategy and have the goal to response to the issues identified within local public finances and financial autonomy. Local government expenditure will be determined by the level of collected revenues, and not upon estimation from Central Government (as currently done). Final approval of this legislation was expected in September or October, but no action has been taken. It is now possible that some altered form of this legislation, to be applied to several raions only, will be finally adopted during the current legislative session.

Thus, each LPA would be directly motivated to collect as much revenue as possible, limiting the spending to its specific needs. LGSP will support partner towns with the revenue generation process, integrating these activities in the strategic planning and service improvement processes. Within this subcomponent, LGSP has initiated a number of important activities that will ultimately contribute to the Collection Rates for Local Fees and Taxes improvement in the partner towns.

During this reporting period, based on the Year 2 Work Plan and on the Cohort 1 Town Action Plans, with the support of local experts, LGSP organized the seminar on Annual Budget

development process, aimed at assisting the partner towns in promoting the best local practices for improving their local taxes and fees planning and drafting the annual budget for 2013.

Also, as a follow up LGSP conducted the two-day training on Revenue enhancement under the EMM program with the international and local experts, focused on improving the LGSP partner towns' capacity to increase their own revenues through efficient new methods and techniques in line with new Ministry of Finance and European Union (EU) standards and international best practices. The trainings included topics related to management of taxes and fees; functions of the system; tax collection process; tax and fee collection in the Moldovan legal framework context; additional sources of revenues – current and future potential.

Issues mentioned at the training sessions on Revenue Enhancement:

- about **80%** of potential taxes and fees is not collected because taxable objects/subjects are not registered and values are not up-to-date
- Lack of a comprehensive overview of what local tax and fees collection is and how it should be organized effectively
- Weak procedures/activities in the area of collection enforcement.
- Low management and problem-solving capacity.
- Communication with tax payers needs to be improved.

#### ***IER 2.4: Improve Budgeting and Reporting***

As a result of numerous LGSP partner towns' requests and feedback from above mentioned seminar on the Annual budget development process for 2013 year, LGSP provided follow-up technical assistance. Based on accumulated knowledge and toolkits from LGSP assistance, LPA staff improved the local budget calculations for 2013.

As a result of LGSP technical assistance, 3 partner towns managed to ***increase transfer payment revenue with: Causeni - 10%; Strasenii - 40%; Taraclia - 18%***

LGSP organized two days of trainings for Cohort 1 partner towns on Budget practices under the EMM program aimed at assisting the participants in general and comprehensive overview of the budget, revenues, and management of current and capital expenditures at the local level. Best practices from EU member countries were shared, especially from the new EU member states, being easily adaptable to Moldova.

At the end of Year 2, LGSP supported State Chancellery in preparing for future fiscal decentralization, which will have an impact on increased financial autonomy through providing training on the New Local Public Finance System and budget preparation for 2014 for all LPAs from following rayons: Anenii Noi, Taraclia, Basarabeasca, Șoldănești and Telenesti. Considering the provisions of the current Moldova Government Activity Program, Strategic Development Program of the Ministry of Finance, and the National Decentralization Strategy, the audience showed high interest in the promotion, changes implementation related to LPAs. This training, done in coordination with UNDP and CALM, was intended to reach all 32 raions. It was discontinued when it became obvious the Parliament would not act on the legislative amendments.

### ***Component 3 Municipal Energy Efficiency Improved***

The energy efficiency sector has been identified by the GoM as a priority because 94 percent of all energy consumed is imported. As a member of the EU's Energy Community Treaty, Moldova passed the Law on Energy Efficiency in 2010, which requires conformity with the EU Energy Services Directive (ESD). The Law requires the raion councils to hire energy managers to perform energy management within their territory; develop Local Energy Efficiency Programs (LEEPs) every three years; draft Municipal (local) Energy Efficiency Action Plans (LEEAPs) annually; and, based on the LEEAPs, prepare Energy Efficiency progress reports.

The National Program on Energy Efficiency was approved in 2011 and contains the basic tasks and indicators to be achieved by 2020, including a 25 percent reduction in CO<sub>2</sub> gas emissions. The GoM established the Agency for Energy Efficiency (AEE) to facilitate the implementation of this national program. A National Fund on Energy Efficiency was also created to finance projects in the energy efficiency field in line with the national program.

The majority of donor organizations active in Moldova are heavily involved in energy efficiency efforts, including:

- SIDA, which acts as the leading donor in the energy efficiency sector, concentrating its efforts on adapting energy efficiency legislation to European standards and to the development of a National Energy Efficiency Action Plan;
- GIZ, which is providing support to Regional Development Agencies to update regional development strategies with energy efficiency components and develop operational plans at the regional level (North, Center, and South), including training for the Regional Development Agencies staff in energy efficiency;
- UNDP, which is implementing a biogas component in its energy efficiency program; and
- EU, which is providing budgetary support for the development of the National Energy Efficiency Action Plan.

#### ***IER 3.1: Energy efficiency programs and action plans developed and implemented***

Prior to launching the LEEP and LEEAP elaboration process, LGSP focused on building the capacity for the local level energy efficiency managers, including development of training materials into EMM modules such as Municipal Energy Planning and Budgeting, EE managers responsibilities, accessing EE funds, EE auditing, and a case study of a LEEP elaboration.

To perform this task, LGSP engaged the American company EnCon and developed EMM training materials for the EE component. It provided training for the LPA representatives (mayors and EE responsible) for Cohort 1 towns on March 12-14, 2013.

Results of the Training were:

- The participants obtained basic information on EE Planning and Budgeting and have the understanding about further Technical Assistance in elaboration of LEEP and LEEAPs.
- General impression about the Training was very positive and significant interest was manifested especially by the EE specialists. Beside the Municipalities, there was an important representation from AEE, USAID, GIZ and CALM.

After the EMM training, Technical Assistance for the LPAs of Cohort 1 partner towns to develop three-year Local EE Programs, as well as one-year action plans was started in May

2013. This effort reflects the provisions of Energy Efficiency Law, under which LPAs are obliged to contribute in creation of Local Energy Efficiency Programs and Plans.

AEE and USAID agreed to permit the development of LEEPs and LEEAPs on the basis of existing draft templates developed by the SYNENERGY project. These plans could be later integrated in the raion LEEPs and LEEAPs by the raion EE managers.

Implementing this task, LGSP in partnership with EnCon provided Technical Assistance for the 12 Cohort 1 towns.

The following results of the Technical Assistance were obtained during reporting period:

- A general understanding with AEE was achieved about Technical Assistance methodology in the development of LEEP and LEEAP;
- 12 partner towns from the Cohort 1 were visited and initial information for LEEP and LEEAP development collected;
- The LEEP/AP for the town of Ialoveni was developed and presented to Ialoveni municipality. The rest of the LEEP/AP are ongoing and will be developed based on the overworked LEEP/AP structure developed for Ialoveni.

LGSP assisted the partner towns in preparation of the project proposals to access the financial sources available at the National EE Fund (160 mln MDL) established in September 2012. During the Round Table event held on November 20, 2012 with participation of the EE Fund representatives, the LPA obtained all the information concerning the procedure of accessing the EE financing.

LGSP facilitated and guided LPAs in the process of completing forms needed to apply the funding in accordance with the EE Fund's regulation. Such additional assistance was provided to Causeni, Straseni, Taraclia, Telenesti, Soldanesti.

### ***IER 3.2: Energy efficiency monitoring and evaluation plans and systems established and utilized***

Activities under this objective are aimed at equipping partner towns with the tools and skills necessary to utilize energy efficiency monitoring and evaluation (M&E) plans and systems. This is a key initial step to a meaningful LEEP and LEEAP planning processes, which will be continued in Year 3 of LGSP.

LGSP addressed an official request to AEE for an agreement to permit use of the M&E created by the USAID financed SYNENERGY project. In March 2013 AEE informed USAID that it will not promote the M&E software developed by SYNENERGY but will support elaboration of a database in GEOPORTAL. Activities under this objective were delayed and further implementation of this subcomponent depended on a political decision taken by AEE.

LGSP developed a simple energy efficiency M&E tool/table to contribute for reporting and evaluation of the development activities (projects) foreseen in the LEEAP. This tool will be able to estimate the amount of reduced CO<sub>2</sub> after the implementation of EE measures, calculate indicators needed for donor and GoM investments.

### ***IER 3.3 Citizen understanding of energy efficiency and its benefits improved***

LGSP, in partnership with AEE, developed the Energy Efficiency Guide. This effort supports the Local Government in providing information material for its public awareness campaigns and will serve as a communication tool.

In order to ensure the quality of the EE Guide and the ownership of AEE, LGSP organized a Roundtable in November 20, 2012 with participation of AEE, LPAs, donor community and NGOs where the first draft of the EE Guide was presented and discussed.

The following main results of the Round Table obtained:

- AEE considered the guide very useful as a general informative EE Guide and indicated its intention to further elaborate thematic guides (like street lighting, insulation materials, etc.).
- Important inputs to the content were obtained from the most of participants.

The improved Romanian version of the guide (2000 copies), with the inputs collected at the Round Table, was printed in May 2013. Officially the guide was launched on July 10, 2013 during the second EMM Summit event. Immediately after the launching, the guide was distributed among the LPAs and Partners such as CALM (700 copies) and AEE (500 copies).

The translation of a Russian version of the EE Guide for the Russian speaking Mayoralities was finalized in September 2013 as well.

## **Section 3: OPERATIONS ACTIVITIES**

### ***Second EMM Summit***

The Second EMM Summit was organized by LGSP on July 10, 2013 to celebrate the successful completion of the EMM Program by Cohort 1. The event was attended by 95 participants, including the Mayors of the 32 Partner Towns, their employees, donors, government representatives, etc.

Informational materials for the second EMM Summit were produced, such as bags with logo, Certificates of Excellence, group picture for the First Promotion of Mayors, a brochure with impressions from mayors, CDs with EMM pictures for the town halls. During the event the Energy Efficiency and Communication guides were distributed to all 32 partner towns.

### ***Administration and Project Management***

#### **Personnel. Annex I. Organizational Chart.**

During the reporting period the following positions have been advertised and filled due to the fact that several employees resigned:

1. Administrative Assistant/bookkeeper
2. IOF/Procurement Manager
3. Public Engagement Advisor
4. Driver

In February 2013, LGSP staff completed a performance evaluation process. As a result an average annual merit increase of 4.47% was provided.

In the reporting period LGSP has announced several Requests for Proposals:

- Development of the concept of Citizen Information and Service Center
- Conduct Diagnostic Analysis and develop Service Improvement Plans
- Development of Socio-Economic Development Strategies

As a result of these competitive processes, Business Research Company has been selected to develop the Concept of Citizen Information and Service Center, ProConsulting Ltd has been selected to conduct the diagnostic analysis and develop service improvement plans. Institute for Urban Development and Contact have been selected to develop the socio-economic development strategies for selected localities.

The Incentives and Opportunities Fund and Direct Procurement Fund concepts have been approved by USAID.

In the period of October – December 2012 the first Municipal Performance Index survey has been conducted for the 1<sup>st</sup> cohort of partner towns (12 towns).

In August – September 2013, Magenta Consulting conducted the Municipal Performance Index survey for the 2<sup>nd</sup> cohort of partner towns (20 towns).



## ***Cooperation with International and Local Partners***

During this reporting period, LGSP continued its cooperation with international institutions/donors involved in providing technical and financial assistance to the LPAs (see Annex J, LGSP Partners' Matrix):

- German Development Agency (GIZ)
- USAID BRITE on the CISC
- Peace Corps helping LGSP team with the *Focus Groups* on Strategic Planning, the *Working Groups* on Strategic Planning, as well as with the Workshop on Public Participation for LPA staff in Straseni.
- UNICEF on disaster risk management in Strategic Planning
- UNDP JILDLP on delivering joint training on the new amendments of the Public Finance Law
- The Water and Sanitation coordinating council: (Swiss Cooperation Office (SCO), Austrian Development Agency (ADA), EU support project in WSS, World Bank project in WSS, SDC).

A permanent dialogue was established with the **State Chancellery** resulting in weekly meetings. A communications committee of development partners was created and regular meetings, committed to using the joint Decentralization Reform logo on all the projects' materials and activities.

Continuous cooperation took place with the **Ministry for Regional Development and Constructions (MRDC)** and the **Regional Development Agencies**, such as participation in mutual events, sharing ideas and exchanging practices. LGSP had regular working meetings with representatives of the **National Agency for Energy Efficiency (AEE)** for the coordination of the training and technical assistance activities at the local level. The Guide for Energy Efficiency and Renewables was produced as a joint deliverable.

The **Public Property Agency** is a project partner in public-private partnerships. **Fiscal Inspectorate** participated in the EMM program.

LGSP participates in the Water and Sanitation Coordination Councils, organized at the **Ministry of Environment**.

During the reporting period LGSP in partnership with **E-Governance Center** and the **Center for Special Telecommunications** worked to identify the best way to migrate from the old existing webpages of several partner towns.

LGSP has supported **CALM** at the NEXPO NALAS event, partnering on presentation of the gender panel. A joint result with CALM is the Communications Guide for LPAs. LGSP has also been intermediating a potential partnership with a US based League of Municipalities, responding to a request for assistance from CALM.

Sustainable relations have been built with the **Information Center for Local Authorities (ICLA)**, organizing joint trainings on Funds and grants, and ensuring a continuous flow of information on the available funds for LPAs. The director provided the EMM training for grants and funding for Cohort 1 towns.

## ***Communications***

The LGSP activities in the regions received wide media coverage (see Annex K). Thus, LGSP staff had at least 15 appearances and interviews on local TV and in other video materials, 3 Radio broadcasts, 16 articles in the written national and local press and at least 37 appearances on the town hall web pages, electronic news sites, etc.

The LGSP technical assistance activities on energy efficiency and strategic planning were reflected in the local and national media. Town hall websites (also Town Facebook pages and local newsletters, where feasible) were continuously updated with the photos and short information from the trainings and technical assistance provided to them by LGSP.

Several info sheets to show LGSP's progress and activities were produced: *LGSP at a glance* was prepared in English, Romanian and Russian, a newsletter (both in Romanian and in Russian), and a fact sheet "Investing in People – the Value of Decentralization" prepared for the EMM Summit.

Two guides were produced: The Guide for Energy Efficiency and Renewables, in partnership with the Agency for Energy Efficiency and the Communications Guide for LPAs, in partnership with CALM.

The project social media tool (LGSP Facebook page) is being continuously updated with information and pictures from meetings, trainings, technical assistance and any other relevant activities and events.

## ***Section 4: Upcoming Activities***

### **EMM training Program activities:**

- provide the "Master Class", November or early December
- Training "Communication and Citizens Participation", November, 19-20-21
- Training "HRM and Gender Approach for LPA", December, 12-13 and 17-18

### **With regard to IERs under Component 1:**

- Update/create municipal strategic plans;
- Establishment of Citizen Information and Service Center;
- Technical assistance package to improve the public service delivery (development of service improvement plan);
- Assist in PPP's implementation;
- Assist in accessing funds and grants ;
- Implement tools for communication and citizen involvement;
- Provide EMM training for Cohort 2&3

### **With regard to IERs under Component 2:**

- Assist LGSP partner towns on developing of the annual budget development process for 2014 year.
- Assist partner towns on Municipal Property/Asset Management improvement performance;

- Organize and initiate follow up technical assistance for the implementation of two most feasible PPP pilot-projects of Cohort 1 partner towns: Strasenii and Taraclia.
- Assist partner towns on developing the mechanism and basis for the solutions to be implemented on Revenue Enhancement: Effective Tax and Fee Collection.

**With regard to IERs under Component 3:**

- Finalize development of the three-year Local EE Programs (LEEPs), as well as one-year action plans (LEEAPs) for Cohort 1 partner towns;
- Appoint in partnership with partner towns of Cohort 2&3 the energy efficiency managers at the town level;
- Provide training in the field of energy efficiency for the appointed managers for the Cohort 2&3 partner towns.
- Develop a simple energy efficiency M&E tool/table to contribute for reporting and evaluation of the development activities (projects) foreseen in the LEEAP;
- Launch the Public Awareness Campaign in the energy efficiency domain in the Project partner towns.

## Annex A. LGSP launch in the Cohort 2&3 partner towns

#	Town	Date of launch	Total participants, including	Female	Male
1	Leova	April 4	39	28	11
2	Briceni	April 5	44	27	17
3	Riscani	April 9	47	25	22
4	Hincesti	April 9	41	30	11
5	Edinet	April 10	51	29	22
6	Donduseni	April 11	41	29	12
7	Nisporeni	April 11	36	20	16
8	Calarasi	April 12	40	23	17
9	Aneni Noi	April 16	21	16	5
10	Floresti	April 18	42	29	13
11	Soroca	April 19	41	18	23
12	Ocnita	April 23	42	20	22
13	Stefan Voda	April 23	31	17	14
14	Glodeni	April 24	39	27	12
15	Criuleni	April 30	38	23	15
16	Cahul	April 30	28	21	7
17	Cimislia	May 15	26	16	10
18	Basarabasca	May 16	21	11	10
19	Cantemir	May 17	20	14	6
20	Falesti	June 07	26	18	8
<b>Total</b>			<b>714</b>	<b>441</b>	<b>273</b>

## Annex B. List of Contact Information for LGSP Partner Towns

Town/Name	Contact info	Email	Address
<b>Straseni</b> Mayor - Casian Valentina	Office 0 237 2 23 43 Mobile 0 69 23 50 00	<a href="mailto:vcasian@mail.ru">vcasian@mail.ru</a>	Straseni, 32 M.Eminescu str, MD 3701
Project Focal point <sup>1</sup> - Svetlana Radu	Office 0 237 2 29 47 Mobile 0 67 12 29 47	<a href="mailto:primarcasian@gmail.com">primarcasian@gmail.com</a>	
<b>Ialoveni</b> Mayor - Caracuian Gheorghe	Office 0 268 2 24 84 Mobile 0 69 76 49 96	<a href="mailto:primaria.ial@mail.md">primaria.ial@mail.md</a>	Ialoveni, 45 Al. cel Bun str, MD 6801
Project Focal point - Tamara Castrasan	Office 0 268 2 49 99 Mobile 0 78 48 00 41	<a href="mailto:tcastrasan@yahoo.com">tcastrasan@yahoo.com</a>	
<b>Causeni</b> Mayor - Repesciuc Grigore	Office 0 243 2 25 54 Mobile 079551158		Causeni, 3 I.Radu str, MD 4301
Project Focal point - Jubea Lidia	Mobile 0 68 87 77 48	<a href="mailto:liddonca@yahoo.com">liddonca@yahoo.com</a>	
<b>Ungheni</b> Mayor - Ambros Alexandru	Office 0 236 2 24 37 Mobile 0 69 14 13 03	<a href="mailto:primar.ungheni@gmail.com">primar.ungheni@gmail.com</a>	Ungheni, 7 Nationala str, MD 3600
Project Focal point - Cristofor Codreanu	Office 0 236 2 36 36 Mobile 0 69 16 78 11	<a href="mailto:crdd_ungheni@yahoo.com">crdd_ungheni@yahoo.com</a>	
<b>Comrat</b> Mayor - Dudoglo Nicolai	Office 0 298 2 26 60 Office 0 298 2 68 65	<a href="mailto:primaria.comrat@gagauzia.md">primaria.comrat@gagauzia.md</a>	UTA Gagauzia, Comrat, 36 Tretiacov str, MD 3805
Project Focal point - Tarnavskii Alexandru	Mobile 0 69 78 92 99	<a href="mailto:tarnavskiialexei@mail.ru">tarnavskiialexei@mail.ru</a>	
<b>Taraclia</b> Mayor - Fillipov Serghei	Office 0 294 2 33 93	<a href="mailto:Prim-tar@mail.ru">Prim-tar@mail.ru</a>	Taraclia, 128 Lenin str, MD 7401
Project Focal point -Truhanov Fiodor	Office 0 294 2 59 88 Mobile 0 79 54 81 02		
<b>Soldanesti</b> Mayor - Tinica Alexandru	Office 0 272 2 23 05 Mobile 0 79 77 44 95	<a href="mailto:tinica_a@yahoo.com">tinica_a@yahoo.com</a>	Soldanesti, 8 Pacii str, MD 7201
Project Focal point - Aliona Tinica	Office 0 67 42 96 88 Mobile 0 79 88 98 07	<a href="mailto:aliona_tinica@yahoo.com">aliona_tinica@yahoo.com</a>	
<b>Drochia</b> Mayor - Grozavu Igor	Office 0 252 2 25 99 Mobile 0 68 37 77 53	<a href="mailto:primariadrochia@mail.ru">primariadrochia@mail.ru</a>	Drochia, 15 a Independentei str, MD 5201
Project Focal point - Gorebivski Natalia	Mobile 0 60 08 66 18		
<b>Rezina</b> Mayor - Cebotari Mihail	Office 0 254 2 16 53 Mobile 0 69 36 11 12	<a href="mailto:ala-1977@mail.ru">ala-1977@mail.ru</a>	Rezina, 1, 27 August str, MD 5401
Project Focal point - Iurie Rusu	Office 0 254 2 31 31 Mobile 0 69 05 54 14 Mobile 0 67 43 20 78	<a href="mailto:primariarezina@mail.ru">primariarezina@mail.ru</a>	
<b>Telenesti</b> Mayor - Lelic Vadim	Office 0 258 2 25 30 Mobile 0 69 27 36 90	<a href="mailto:primariatelenesti@gmail.com">primariatelenesti@gmail.com</a> <a href="mailto:lelicv@gmail.com">lelicv@gmail.com</a>	Telenesti, 31 August 1989 str, MD-5801
Project Focal point - Nastase Nicolaie	Office 0 258 2 20 88 Mobile 0 69 51 00 42	<a href="mailto:nicolaens@gmail.com">nicolaens@gmail.com</a>	
<b>Orhei</b> Mayor - Colun Vitalie	Office 0 79 60 90 16	<a href="mailto:orhei_primaria@mail.md">orhei_primaria@mail.md</a> <a href="mailto:colunv@mail.md">colunv@mail.md</a>	Orhei, 160 V.Mahu str, MD 3501
Project Focal point - Lupan Elena	Office 0 235 3 21 66 Mobile 0 69 37 60 12	<a href="mailto:elena.lupan@orhei.md">elena.lupan@orhei.md</a>	
<b>Singerei</b> Mayor - Doga Vasilie	Office 0 262 2 24 80 Mobile 0 68 11 15 54	<a href="mailto:primaria.singerei@mail.ru">primaria.singerei@mail.ru</a>	Singerei, 124 Independentei str, MD 6201
Project Focal point - Cucos Lucia	Office 0 262 2 67 60 Mobile 0 69 23 92 15	<a href="mailto:lucia.cucos@mail.ru">lucia.cucos@mail.ru</a>	

<sup>1</sup> Each partner town appointed responsible staff member of mayoralty as a coordinator (focal point) for the USAID/LGSP activity in the town.

COHORTS 2&3			
<b>Calarasi</b> Mayor – Nicolae Melnic	Office 0 244 2 36 01 Mobile 0 69 38 70 17	<a href="mailto:info@calarasi-primaria.md">info@calarasi-primaria.md</a>	Calarasi, 19 M.Eminescu str, MD 4400
Project Focal point <sup>2</sup> - Lilia Rata	Office 0 2442 11 12 Mobile 0 79 77 06 55	<a href="mailto:liliarata@yandex.ru">liliarata@yandex.ru</a>	
<b>Ocnita</b> Mayor – Galiana Zalevscaia	Office 0 271 2 23 61 Mobile 0 69 23 71 14	<a href="mailto:primaria-ocnita@rambler.ru">primaria-ocnita@rambler.ru</a>	Ocnita, 1 Mihai Viteazu str, MD7101
Project Focal point – Eugen Sipcalov	Office 0 271 2 38 70 Mobile 0 79 67 74 42	<a href="mailto:primaria.ocnita@mail.ru">primaria.ocnita@mail.ru</a>	
<b>Glodeni</b> Mayor – Bogdan Iulian	Office 0 249 2 22 36 Mobile 0 69 38 92 15	<a href="mailto:primaria-glodeni@mail.md">primaria-glodeni@mail.md</a>	Glodeni, 4 Suveranitatii str, MD 4901
Project Focal point – Inga Stepankevici	Mobile 0 67 19 43 85		
<b>Floresti</b> Mayor – Grigore Cojocaru	Office 0 250 2 59 52 Mobile 0 68 69 38 86	<a href="mailto:primariafloresti@mail.md">primariafloresti@mail.md</a>	Floresti, 30 A Stefan cel Mare str, MD 5001
Project Focal point – Valeriu Furdui	Mobile 0 68 50 06 55	<a href="mailto:vfurdui@yandex.ru">vfurdui@yandex.ru</a>	
<b>Riscani</b> Mayor – Victor Bogatico	Office 0 256 2 31 63 Mobile 0 69 98 26 03	<a href="mailto:aserediuc1@rambler.ru">aserediuc1@rambler.ru</a>	Riscani, 31 August 4 str, MD 5601
Project Focal point – Aurora Aserediuc	Office 0 256 2 21 70 Mobile 0 60 80 87 00		
<b>Briceni</b> Mayor – Mihail Gnatiuc	Office 0 247 2 28 01 Mobile 0 69 10 76 36	<a href="mailto:noradruzi@mail.ru">noradruzi@mail.ru</a>	Briceni, 28 Independenței str, MD 4701
Project Focal point – Eduard Magaliuc	Office 0 247 2 21 95 Mobile 0 69 15 01 95		
<b>Edinet</b> Mayor – Constantin Cojocaru	Office 0 246 2 29 30 Mobile 0 68 74 62 20	<a href="mailto:costelus67@rambler.ru">costelus67@rambler.ru</a>	Edinet, 30 Octavian Cirimpei str, MD 4601
Project Focal point – Rodelia Vasilcov	Office 0 246 2 28 30 Mobile 0 69 08 95 86	<a href="mailto:ccaii@narod.ru">ccaii@narod.ru</a>	
<b>Soroca</b> Mayor – Elena Bodnarenco	Office 0 230 2 26 60 Mobile 0 69 44 54 65	<a href="mailto:msoroca@mtc-sr.md">msoroca@mtc-sr.md</a>	Soroca, 5 Stefan cel Mare str, MD 3001
Project Focal point – Vladimir Caldare	Mobile 0 68 32 77 70		
<b>Criuleni</b> Mayor – Vitalie Onisciuc	Office 0 248 2 25 85 Mobile 0 69 01 63 62	<a href="mailto:tcantir@gmail.com">tcantir@gmail.com</a>	Criuleni, 12 Biruintei str, MD 4801
Project Focal point – Tatiana Cantir	Office 0 248 2 27 45 Mobile 0 68 52 69 39		
<b>Donduseni</b> Mayor – Simion Rotaru	Office 0 251 2 22 03 Mobile 0 69 53 56 50	<a href="mailto:primariadonduseni@mail.ru">primariadonduseni@mail.ru</a>	Donduseni, 49 Independentei str, MD 5101
Project Focal point – Ludmila Musteata	Office 0 251 2 22 05 Mobile 0 67 43 88 10		
<b>Hincesti</b> Mayor – Alexandru Botnari	Office 0 269 2 58 55 Mobile 0 69000440	<a href="mailto:primariahincesti@mail.md">primariahincesti@mail.md</a>	Hincesti, 130 Mihalcea Hincu str. MD 3401
Project Focal point – Anadela Tofilat	Office 0 269 2 34 93 Mobile 0 69372559	<a href="mailto:adela_tofilat@yahoo.com">adela_tofilat@yahoo.com</a>	
<b>Nisporeni</b> Mayor – Ion Gangan	Office 0 264 232 42 Mobile 0 69096679	<a href="mailto:nisprim@mail.ru">nisprim@mail.ru</a>	Nisporeni, 55 Alexandru cel Bun str. MD 6401
Project Focal point – Moldovan Cristina	Office 0 264 232 42 Mobile 0 79103283	<a href="mailto:nisprim@mail.ru">nisprim@mail.ru</a>	
<b>Leova</b> Mayor – Buraga Eugen	Office 0 26322763 Mobile	<a href="mailto:primaria@mtc-lv.md">primaria@mtc-lv.md</a>	Leova, 22 Unirii str. MD 6301
Project Focal point – Codreanu Galina	Office 0 263 22003 Mobile 0 67603274	<a href="mailto:galinacodreanu@mail.ru">galinacodreanu@mail.ru</a>	
<b>Cantemir</b> Mayor – Ciubaciuc Roman	Office 0 273 22254 Mobile	<a href="mailto:cantemir.primar@gmail.com">cantemir.primar@gmail.com</a>	Cantemir, 2 Trandafirilor str. MD 7301
Project Focal point – Bazilevici Anatolie	Office 0 273 22254 Mobile 0797 25303	<a href="mailto:primaria.cantemir@gmail.com">primaria.cantemir@gmail.com</a>	
<b>Basarabasca</b> Mayor – Nicolaev Nicolai	Office 0 297 21495 Mobile	<a href="mailto:primaria.basarabasca@mail.ru">primaria.basarabasca@mail.ru</a>	Basarabasca, 57 Karl Marx str., MD 6701
Project Focal point – Andrei Mihailov	Office 0 297 21 494 Mobile 0 69554367	<a href="mailto:primaria.basarabasca@yandex.ru">primaria.basarabasca@yandex.ru</a>	
<b>Anenii Noi</b>	Office 0 265 2 26 65	<a href="mailto:primaria-anenii-noi@yandex.ru">primaria-anenii-noi@yandex.ru</a>	Anenii Noi, 6 Suvorov str.

<sup>2</sup> Each partner town appointed responsible staff member of mayoralty as a coordinator (focal point) for the USAID/LGSP activity in the town.

Mayor – Mihail Cheibas	Mobile 0 799 71701		MD 6501
Project Focal point - Tarasenco Ecaterina	Office 0 265 2 2670 Mobile 0 79971704	<a href="mailto:primaria-anenii-noi@yandex.ru">primaria-anenii-noi@yandex.ru</a>	
<b>Falesti</b> Mayor – Victor Zalevski	Office 0 259 23447 Mobile 0 695 82963	<a href="mailto:primar@falesti.md">primar@falesti.md</a>	Falesti, 73 Stefan cel Mare str. MD 5901
Project Focal point – Soldan Maria	Office 0 259 23446 Mobile 0 69948768	<a href="mailto:msoldan@falesti.md">msoldan@falesti.md</a>	
<b>Stefan Voda</b> Mayor – Vladimir Popa	Office 0 242 23053 Mobile 0 682 81318	<a href="mailto:primariastefanvoda@yahoo.com">primariastefanvoda@yahoo.com</a>	Stefan Voda, 31 Stefan cel Mare str. MD 4201
Project Focal point – Moloman Sergiu	Office 0 242 22153 Mobile 0 69867333	<a href="mailto:Sergiu_moloman@yahoo.com">Sergiu_moloman@yahoo.com</a>	
<b>Cimislia</b> Mayor – Gheorghe Raileanu	Office 0 241 25739 Mobile 0 67408600	<a href="mailto:primar@cimislia.md">primar@cimislia.md</a>	Cimislia, 14 Stefan cel Mare ave. MD 4101
Project Focal point – Florin Berejan	Office 0 241 24135 Mobile	<a href="mailto:viceprimar.economie@cimislia.md">viceprimar.economie@cimislia.md</a>	
<b>Cahul</b> Mayor – Petru Burlacu	Office 0 299 22400 Mobile 0 794 82089	<a href="mailto:primariacahul@gmail.com">primariacahul@gmail.com</a>	Cahul, 6 Piata Independentei, MD 2900
Project Focal point - Oxana Curtev	Office 0 299 22919 Mobile 0 784 97963	<a href="mailto:primariacahul@gmail.com">primariacahul@gmail.com</a>	

## Annex C. Training Activities

Date	Name of the training	Location	Trainers	Number of participants	Out of which, women	No. pers./ hours	Towns participating	Target group	LGSP Activity (select)	Topics covered
<b>October, 9-10, 2012</b>	Communication and Public Participation	Chisinau, Vadul lui Voda, IT Relax Pension	Sylvia Beamish, Cristian Saulea, Dan Gutu, Irina Ionita, Rodica Garstea, Ana Ciolan, Alexandru Jubea	24	14	384	12 towns, Cohort 1	Mayors, PR Specialists, Members of LC.	1	Good governance and communication; What do we communicate as a Town? Promoting EE at the local level; Press releases; Local events organization; Communication in crisis situations; Practical Photo sessions; Gender equality in the context of LPA's activities.
<b>October 25, 2012</b>	Improving Local Budget Process	Summit Events, White Hall, Chisinau	Angela Secrieru, Galina Colun, Eugenia Buşmachi	29	20	232	12 towns, Cohort 1	Mayors, Chief Accountants, Members of LC.	2	Local budget process: the methodology of development the local budgets; Tax policy in 2013. Study case. Local budget monitoring and control.
<b>November, 20, 2012</b>	Energy Efficiency and Renewable Energy Guidebook, Round Table	"Vila Verde" Hotel, Chisinau	Doina Caloianu (EnCon, Romania), Alexandru Melenciuc (EnCon Chisinau)	23	12	184	12 towns, Cohort 1	Mayors, Local Specialists responsible of EE activities	3	Presentation of the Communication Guidebook and the procedures for applying to the resources of the National Energy Efficiency Found.
<b>November, 27-30, 2012</b>	Asset Management (two repetitions)	Chisinau, Vadul lui Voda, IT Relax Pension	Deyan Kavrakov (VNG), Viorel Furdui, Viorel Pana	46	17	736	12 towns, Cohort 1	Mayors, Chief accountants, Members of LC, Chief architects, Cadastral engineers.	2	Performance management for asset inventories, standards, and level of service targets. Mapping of the local government processes and improving administrative systems. Moldovan legal framework of public assets management.
<b>December, 11, 2012 and January, 23-24, 2013</b>	Public - Private Partnership (PPP)	Chisinau, Vila Verde Hotel	Gerrit Jan Schep, Camil Osmanagic and Dumitru Budianschi	30	16	480	12 towns, Cohort 1.	Deputy Mayors, Chief architects, Cadastral engineer, Land engineers.	2	"What, when and how we do on PPP; Characteristics and types of a PPP. Preconditions, like cost-benefit, skills, legal framework, monitoring, etc.; The international approaches in PPP.
<b>December, 13-14, 2012 and January, 22, 2013</b>	Inter - Municipal Cooperation	Chisinau, Vila Verde Hotel; Flowers Hotel.	Gerrit Jan Schep, Camil Osmanagic and Ion Beschieru	37	13	592	3 towns, Cohort 1.	Mayors, Deputy Mayors, Mayors of	1	""What, when and how on IMC; Checkpoints and pitfalls; Fields of IMC; Intensity of an IMC; Forms of IMC; Creating an IMC: 4 Phases;



								nearby villages, potential partners in IMC		Policy Control Cycle; 5 Organizational Models for IMC; Moldovan legal framework of IMC.
<b>February, 5-8, 2013</b>	Revenue Enhancement (two repetitions)	Summit Events, White Hall, Chisinau	Henry Schreurs, Eugenia Busmachiu and Steluta Gutu	26	20	416	12 towns, Cohort 1	Chief accountants, Tax Collectors, Members of LC.	2	General and comprehensive overview of tax collection in best-practice countries in the European Union; Specific problems encountered in Moldova; Management of taxes and fees; Legal framework for 2013.
<b>February, 26-27, 2013</b>	Human Resources Management	Summit Events, White Hall, Chisinau	Henk Bruning and Svetlana Cojocari	22	10	352	12 towns, Cohort 1	Mayors, Municipal Council Secretaries.	1	Good Governance and Personnel Management; Evaluation and professional performance; The role of efficient communication in LPA; The implementation of the HRM legal framework of the Republic of Moldova.
<b>March, 12-14, 2013</b>	Energy Efficiency and Renewable (two repetitions)	Summit Events, White Hall, Chisinau	Ilya Iliev, Ruslan Surugiu, Alexandru Melenciuc, Nicolae Glingeau.	23	9	368	12 towns, Cohort 1	Mayors, Energy Efficiency Managers from local and regional level.	3	Municipal energy planning - local and international experience; Budgeting of energy efficiency activities at the local level; The role and responsibilities of energy managers. Cooperation with local authorities and structures. Monitoring and Evaluation principles.
<b>March, 27-28 and April, 2-3</b>	Budget Practices	Summit Events, White Hall, Chisinau	Victor Giosan, Galina Colun and Angela Secrieru	27	16	432	Summit Events, White Hall, Chisinau	Mayors, Chief accountants, Members of LC.		Budget revenues management, budget expenditures, performance indicators and LPA investments; The particularities of the budget process at the local level. Methodological framework of the local budget.

<b>April, 17-18, 2013</b>	Public Procurement	Chisinau	Steen Jensen and Ecaterina Grib	19	7	304	12 towns, Cohort 1	Chief accounts, Economists, Specialists in PP from LPA	1	Basic Public Procurement principles; Introduction to the Common Procurement Vocabulary; The tender procedures; Design tender dossier”; Selection of bidders; National regulations.
<b>May, 29-30 and June, 4-5, 2013</b>	Public Service Delivery	Vadul lui Voda	Jim Budds	35	12	560	6 towns, Cohort 1	Mayors / Deputy Mayors, Legal Advisors, Managers of Municipal Enterprises	1	Quality Management as a Technique for Effective Public Service Delivery; Financing Public Services; Alternatives to municipal provision of Public Service ; Quality Management in Public Services. Citizen Involvement in Public Service Delivery.
<b>June, 11-14, 2013 (two repetitions)</b>	Urban Planning	Chisinau	Pieter Wiekeraad and Veaceslav Bulat	28	9	448	12 towns, Cohort 1	Mayors, Chief architects and Cadastral engineers, Members of LC.	1	Introduction on Urban Planning; Overview of the Moldovan Situation Strengths, Weaknesses, Opportunities, Threats Legal framework in Moldova. Instruments in Urban Planning Spatial Plans in Moldova and focusing on the General Urban Plan (GUP).
<b>June, 24-25, 2013</b>	Fund and Grants Management	Chisinau	Krzysztof Kolanowski	19	12	304	12 towns, Cohort 1	Specialists responsible for investment attraction on LPA.	1	Basic Concepts about what is means Project: Identify donors and calls for proposals; Project Preparation’s steps and what means concept note; The European Union funding programs for 2014-2020: Opportunities for LPA’s of the R. of Moldova.
<b>ADDITIONALY TRAINING ACTIVITIES</b>										

<b>September, 17, 2013</b>	The new amendments to the Local Public Finance Law	Rayon Council, Anenii Noi	Veronica Herta, Nicolae Todireanu and Ion Iaconi	60	37	240	Anenii Noi Town Hall and all 26 mayoralities	Mayors and Chief accountants	2	What mean the financial decentralization? Which are changes of the budgeting methodology for LPA? The main steps of the new budgeting process Advantages and disadvantages of the new amendments
<b>September, 19, 2013</b>	The new amendments to the Local Public Finance Law	Taraclia and Basarabasca	Galina Colun and Constantin Gudima	48	32	192	The LGSP partner towns	Mayors and Chief accountants	2	
<b>September, 24, 2013</b>	The new amendments to the Local Public Finance Law	Soldanesti	Galina Colun and Iurie Bobeico	50	27	200	The LGSP partners towns	Mayors and Chief accountants	2	
<b>September, 25, 2013</b>	The new amendments to the Local Public Finance Law	Telenesti	Galina Colun and Constantin Gudima	64	40	256	The LGSP partners towns	Mayors and Chief accountants	2	

## Annex D. List of training materials used in the EMM training's sessions .

<i>Date</i>	<i>Name of the training</i>	<i>Name of Power Point Presentation</i>	<i>Other training materials developed or translated</i>
<b>October, 9, 2012</b>	"COMMUNICATION AND PUBLIC PARTICIPATION"	<ul style="list-style-type: none"> <li>• What do we communicate as a Town?, <i>by Irina Ionita</i></li> <li>• The Communicating Guide for LPA, <i>by Ana Ciolan</i></li> <li>• Participation and Communications in practice, <i>by Sylvia Beamish</i></li> <li>• The promoting of Energy Efficiency from PLA,</li> <li>• Energy Efficiency: Examples of campaign tools,</li> <li>• Press releases</li> <li>• The public events</li> <li>• Communication in the crisis situations</li> <li>• Gender Equality: an EU Perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Talking points and presentations</li> <li>• Planning and effective PR Campaign</li> <li>• ( the Toolkit developed by VNG experts)</li> <li>• The Guide for development the of internal communication regulation for LPA</li> </ul>
<b>October, 25, 2012</b>	"IMPROVING LOCAL BUDGET PROCESS."	<ul style="list-style-type: none"> <li>• "Local public finance and local budget process", <i>by local expert Angela Secrieru.</i></li> <li>• "The fiscal policy for 2013 year", <i>by local experts Galina Colun and Eugenia Buşmachiu.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Government decisions;</li> <li>• Methodological notes for developing the LPA budget project for 2013 and estimates for 2014-2015;</li> <li>• Practical recommendations for developing 2013 budget;</li> <li>• Models of provision, decisions, etc.</li> </ul>
<b>November, 20, 2012</b>	"ENERGY EFFICIENCY AND RENEWABLE ENERGY COMMUNICATION GUIDEBOOK."	<ul style="list-style-type: none"> <li>• "Energy Efficiency and renewable Energy Communication Guidebook", <i>by regional expert Doina Caloianu and local expert Alexandru Melenciuc.</i></li> <li>• "The roll of Energy Efficiency Found (EEF) in energy sector of Republic of Moldova", <i>by Simion Berzoi EEF.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Operational manual for application of LPA the projects proposals of EEF</li> </ul>

<b>November, 27-30, 2012</b>	“ASSET MANAGEMENT.”	<ul style="list-style-type: none"> <li>• “Municipal asset and property management”, by <i>international expert Deyan Kavrov.</i></li> <li>• “The national legal framework for municipal asset management”, by <i>local expert Viorel Furdui.</i></li> <li>• “The efficient management of capital investments”, by <i>local expert Viorel Pana.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Municipal Property and Asset Management. Training Guide, LGSP Moldova, USAID. <i>Author, Deyan Kavrov.</i></li> <li>• The legal framework of Republic of Moldova for Asset Management</li> </ul>
<b>December, 11, 2012 and January, 23-24, 2013</b>	“PUBLIC PRIVATE PARTNERSHIP “	<ul style="list-style-type: none"> <li>• “What is a Public-private partnership (PPP)?” by <i>international expert Gerrit Jan Schep and Camil Osmanagic.</i></li> <li>• “The general introduction in means of PPP”, by <i>international experts Gerrit Jan Schep and Camil Osmanagic.</i></li> <li>• The national legal framework, regarding PPP, by <i>local expert Dumitru Budianschi.</i></li> </ul>	<ul style="list-style-type: none"> <li>• The Guide to Guidance: “How to Prepare, Procure and Deliver PPP Projects”.</li> <li>• EXAMPLE: Agreement Contents Checklist for Public-private Partnerships.</li> <li>• PPP: the solution for better management of rural communities from Romani. The practice guide for Regional Council.</li> <li>• The national legal framework of PPP: low of PPP, government decisions for selection private partners for PPP; different types of annexes and decisions.</li> </ul>
<b>December, 13-14, 2012 and January, 22, 2013</b>	“INTER MUNICIPAL COOPERATION”.	<ul style="list-style-type: none"> <li>• “What is IMC?”, by <i>international experts Gerrit Jan Schep and Camil Osmanagic.</i></li> <li>• “The general introduction in notion of IMC. The models of IMC,” by <i>international experts Gerrit Jan Schep and Camil Osmanagic.</i></li> <li>• “The national legal framework of IMC”, by <i>local expert Ion Beschieru.</i></li> </ul>	<ul style="list-style-type: none"> <li>• The Guide of IMC, <i>John Jackson, developed by UNDP Moldova.</i></li> <li>• Evaluation Tool for Inter-Municipal Cooperation (IMC)</li> <li>• Checklist for Inter-Municipal Cooperation (IMC)</li> <li>• Models to calculate costs for Inter-Municipal Cooperation</li> <li>• IMC Selftest willingness need</li> </ul>
<b>February, 5-8, 2013</b>	“REVENUE ENHANCEMENT” (two repetitions)	<ul style="list-style-type: none"> <li>• “Tax Collection. Principles applied in EU best practice countries”, by Henry Schreurs</li> <li>• Handout for Exercise 1 “ Legal issues”</li> <li>• “The local taxes and fees”, Eugenia Busmachiu and Steluta Gutu</li> </ul>	<ul style="list-style-type: none"> <li>• “LOCAL TAXES AND FEES”, Best Practices. Administrative procedures used by Romanian local governments in comparison to procedures used by local governments in the Netherlands</li> <li>• “Managing Taxes and Fees”. A Guideline for LPA Based on best practices in EU-countries</li> <li>• The laws extracts of the legal framework, concerning on local system of taxes collection.</li> <li>• Fiscal Cod, 2013, the titles 5-8</li> </ul>

			<ul style="list-style-type: none"> <li>Decision no. 998 of 20.08.2003 “Activity for tax collection service and local taxes in the municipality”</li> </ul>
<b>February, 26-27, 2013</b>	HUMAN RESOURCES MANAGEMENT	<ul style="list-style-type: none"> <li>“The Human Resource Management”, by Henk Bruning</li> <li>“The Human Resource Management and LPA. Legal aspects”, by Svetlana Cojocaru</li> <li>“The evaluation of professional performance of public civil servants”, by Svetlana Cojocaru</li> </ul>	<ul style="list-style-type: none"> <li>“Motivation of staff. Challenges and solutions”, the practical guide for the managers of the LPA.</li> <li>Recommendations “How we can improve the development of the job descriptions”.</li> </ul>
<b>March, 12-14, 2013</b>	ENERGY EFFICIENCY AND RENEWABLE ENERGIES. (two repetitions)	<ul style="list-style-type: none"> <li>“Current situation and main challenges for improving energy efficiency”, by Ruslan Surugiu</li> <li>“Municipal energy planning (local and international experience)”, by Iliya Iliev and Nicolae Glingean</li> <li>“Energy activities at municipal budget. Available funds and donors interested in energy efficiency initiatives”, by Ruslan Surugiu</li> <li>“ESCO – the financial instruments for municipal projects, using renewables and improving energy efficiency methods and tools”, by Iliya Iliev</li> <li>“Simplified Methodology for energy efficiency projects”, by Iliya Iliev.</li> </ul>	<ul style="list-style-type: none"> <li>Examples of studies case of EnCon experiences in implementation of energy efficiency projects</li> <li>Documents on energy policy</li> <li>Energy efficiency – the sectorally importance of integrated strategically planning at the municipal level - electricity supply, gas, water, waste management, public transport</li> <li>Monitoring and Evaluation principles. Procedures and tools, (software) used for planning and budgeting energy efficiency projects. Importance of monitoring energy efficiency projects.</li> <li>Street lighting, energy efficiency as a priority for municipalities. Study case for street lighting energy audit in Sofia, Bulgaria.</li> </ul>
<b>March, 27-28, and April, 2-3, 2013</b>	BUDGET PRACTICES (two repetitions)	<ul style="list-style-type: none"> <li>“The budget of revenues”, Victor Giosan</li> <li>“The budget of expenditures”, by Victor Giosan</li> <li>“The budget of expenditures investment”, by Victor Giosan</li> <li>“ The budget of LPA”, by Victor Giosan</li> <li>“The budgeting performance for LPA”, by Angela Secieru and Galina Colun</li> </ul>	<ul style="list-style-type: none"> <li>Additional legal framework information, concerning the budgeting process in Moldova</li> <li>Study cases, regarding implementation the local budget in Romania, in Galati and Siret</li> </ul>
<b>April, 17-18, 2013</b>	PUBLIC PROCUREMENT	<ul style="list-style-type: none"> <li>The Public Procurement in Moldova in the context of the EU practices and experiences, by Steen Jensen</li> <li>Contract conclusion and implementation, by Ecaterina Grib</li> <li>The legal framework for public procurement, by</li> </ul>	<ul style="list-style-type: none"> <li>Standard documentation to achieve the procurement of goods and services</li> <li>The Guide of the Good Practices in the Public Procurement field (Information materials elaborated, through ENP National Action</li> </ul>

		<ul style="list-style-type: none"> <li>• Ecaterina Grib</li> <li>• Association of Contracting Authorities, by Ecaterina Grib</li> </ul>	Programme 2007, EU Project)
<b>May, 29-30 and June, 4-5, 2013</b>	PUBLIC SERVICE DELIVERY	<ul style="list-style-type: none"> <li>• Public Service Delivery- Introduction-Overview, by</li> <li>• Jim Budds</li> <li>• Role of the Municipality</li> <li>• Financing Public Services</li> <li>• Alternative Approaches to Public Service Delivery</li> <li>• Planning Ahead</li> <li>• Communications and Awareness in Public Service Delivery</li> <li>• Quality Management of Public Services</li> </ul>	<ul style="list-style-type: none"> <li>• Modern public service delivery in perspective (The handbook for Local Government Officials on techniques and perspectives about delivery of local public services)</li> <li>• Revenue surveying and forecasting</li> <li>• Analyzing the cost of services for municipal functions</li> <li>• Public Service Delivery Improvement (Group Exercise)</li> <li>• Predicting Future Public Service Needs (Group Exercise)</li> <li>• PR support for Public Service delivery (Working Group Exercise)</li> </ul>
<b>June, 11-14, 2013</b>	URBAN PLANNING	<ul style="list-style-type: none"> <li>• Introduction on Urban Planning, by Pieter Wiekeraad</li> <li>• Urban Planning and the situation in the R. of Moldova, <i>by Veaceslav Bulat</i></li> <li>• Urban Planning documentation (Veaceslav Bulat)</li> <li>• The content of the General Urban Plan (GUP), <i>by Veaceslav Bulat</i></li> <li>• Introduction on the Process of the Preparation of a GUP, by Pieter Wiekeraad</li> <li>• Sustainable Development and GUP, <i>by Pieter Wiekeraad</i></li> <li>• The citizen involvement in the Urban Planning process, <i>by Veaceslav Bulat</i></li> </ul>	<ul style="list-style-type: none"> <li>• Handout model “Municipal representative”</li> <li>• Handout model “Introduction on the process of the preparation of a GUP”</li> <li>• Handout model “Determination of participants and their interests”</li> </ul>
<b>June, 24-25, 2013</b>	FUND AND GRANTS MANAGEMENT	<p><i>By Krzysztof Kolanowski:</i></p> <ul style="list-style-type: none"> <li>• Basic concepts about Project proposals process,</li> <li>• How and where we can identify the donors and calls for proposals</li> <li>• Project preparation and concept note</li> <li>• The budget of the project proposal</li> <li>• The potential of bilateral and multilateral programs:</li> <li>• joint projects with foreign partners</li> </ul>	

		<ul style="list-style-type: none"> <li>• Cross Border Cooperation Programs and Projects from the EU</li> <li>• The new European Neighborhood Policy Instrument (ENPI) for the 2014-2020</li> <li>• The Energy Efficiency Fund (EEF)- the national source of financing for energy efficiency projects and recovering of Renewable Energy Sources, <i>by Lucia Arseni, expert from EEF</i></li> <li>• The National Regional Development Fund (MRDF) - a tool to financing the programs and projects, aimed at achieving regional development objectives “, <i>by Sergiu Cekan</i>, Chief of Department of the relations with regional development institutions, the Ministry of Construction and Regional Development of the R. of Moldova.</li> </ul>	
<b>September, 17-25, 2013</b>	The new amendments to the Local Public Finance Law	<ul style="list-style-type: none"> <li>• “What is financial decentralization?”, <i>by Galina Colun</i></li> <li>• “General peculiarities Budget Submission 2014-2016”, <i>by representative from Finance Ministry</i></li> <li>• “The calculation of transfers for special purposes: education and social benefits”, <i>by Constantin Gudima</i></li> </ul>	



## Annex E. Number of participants EMM Program 2012-2013

#	EMM Modul Trainings	Period	Causeni	Comrat	Drochia	Ialoveni	Orhei	Rezina	Singerei	Straseni	Soldanesti	Taraclia	Telenesti	Ungheni	TOTAL	Women	Men
1	Communication and Public Participation	October 9-10	2	2	0	2	2	2	3	2	2	2	2	3	24	14	10
2	The improving of the local budget process	October, 25	2	1	3	3	2	2	2	3	3	3	3	2	29	20	9
3	Energy Efficiency and Renewable Energy Guidebook	November, 12	2	2	0	2	3	2	2	2	2	2	2	2	23	12	11
4	Asset Management (finance specialists)	November 27-28	2	0	2	2	2	2	2	2	3	2	2	1	22	10	12
5	Asset Management (architects and building specialists)	November 29-30	2	2	2	2	2	2	2	2	2	2	2	2	24	7	17
6	PPP	December, 11	2	0	0	2	2	1	2	2	1	2	1	2	17	8	9
7	Inter-Municipal Coop.(Mayors from neighborhood villages)	December, 13-14	3	0	0	3	5	0	2	2	0	0	4	5	24	8	16
8	PPP	January, 22		3		2		1				5			11	4	7
9	IMC	January, 23-24	2		6		2		0	0	1		2	2	15	3	12
10	Revenue Enhancement	February, 5-6			3		3	2		3			3		14	10	4
11	Revenue Enhancement	February, 7-8	2	0		2			3		2	3		0	12	10	2
12	Human Resources Management	February, 26-27	2	2	2	2	2	2	2	2	0	2	2	2	22	10	12
13	Energy Efficiency	March, 12-14	2	2	1	2	3	1	3		0	4	2	2	22	9	14
14	Budget Practices	March, 27-28		2		0		2	3		1			3	11	8	3
15	Budget Practices	April, 2-3	1		4		3			4		4	1		17	13	4
16	Public Procurements	April, 17-18	2	2	1	0	3	1	2	2	2	2	2	0	19	7	12
17	Public Service Delivery	May, 29-30	4	0		2		3		3		5		2	19	12	7
18	Public Service Delivery	June, 4-5			4		2		5		3		2		16	5	11
19	Urban Planning	June, 11-12			2		3			3		4		3	15	4	11
20	Urban Planning	June, 13-14	2	0		2		2	2		3		2		13	4	9
21	Funds and Grants - Access and Mgt	June, 24-25	1	2	1	1	2	1	2	2	2	2	2	1	19	9	10
	<b>TOTAL</b>		<b>33</b>	<b>20</b>	<b>31</b>	<b>29</b>	<b>41</b>	<b>26</b>	<b>37</b>	<b>34</b>	<b>27</b>	<b>44</b>	<b>34</b>	<b>32</b>	<b>388</b>	<b>187</b>	<b>201</b>

## Annex F. List of products developed during reporting period -

#	Product Name	Status
1	<i>LGSP at a Glance</i> info sheet	Printed and distributed
2	LGSP newsletter about LGSP's activities in depth	Printed and distributed
3	LGSP's fact sheet " <i>Investing in People – the Value of Decentralization</i> " prepared for the EMM Summit	Printed and distributed
4	8 leaflets on Strategic Planning	Printed and distributed
5	8 leaflets on Taxes and Fees	Printed and distributed
6	Guide on Energy Efficiency and Renewables	Printed 2000 copies
7	Communications Guide for LPAs	Printed 1000 copies
8	Asset Management Manual	Draft, consultation stage

## Annex G. PMEP Year 2

		Unit measure	Baseline	Yr1	Yr2	Yr3	Yr4	LOP Target
	Project purpose: To strengthen local governance and municipal service delivery, thereby stimulating local economic growth							
	General							
1	Number of sub-national governments receiving US assistance to increase own source revenues	#	0	0	15	25	30	30
				12	12			
2	2.2.3-5 Number of sub-national governments receiving US assistance that improve performance	#	0	0	4	16	20	20
				0	1			
3	Accessibility of minimum-standard, priority local government services	%	Data from citizen survey: Access to water (I cohort)= 82.7% Access to sewerage=58.6%; Access to waste collection= 81% (Singerei); Access to street lighting=15% (Orhei)	0	+3%	+8%	+15%	+6.5%
				0	0			
	Objective 1. Municipal Service Delivery improved							
	Expected Result 1.1.: Local capacity to plan for and manage municipal services improved							
4	Number of partner towns where citizen ratings indicate qualitative improvements in a selected service	#	0	0	4	16	20	20
				n/a	n/a			
5	Percent of the population in assisted towns that indicate qualitative improvements in a selected service	%	0	tbd	tbd	tbd	tbd	tbd
				n/a	n/a			
6	Number of Municipal Strategic Plans updated or created	#	0	0	10	20	30	30
				0	10			
7	Number of integrated service-improvement plans completed	#	0	0	10	20	30	30
				0	0			
	Expected Result 1.2.: New municipal service arrangements established							
8	Number of partner towns using new service arrangements	#	0	0	2	6	10	10
				0	0			
	Expected Result 1.3.: Ability of municipalities to access regional and donor funds improved							
9	Number of partner towns that leverage own funds for service and infrastructure improvements	#	0	0	4	16	22	22
				0	2			

	Expected Result 1.4.: Transparency and accountability of local government planning and decision-making enhanced							
				0	10	20	30	30
10	Number of citizen-feedback mechanisms institutionalized with LGSP support	#	0	0	10			
	Objective 2. Local government revenues increased and financial management practices improved							
	Expected Result 2.1.: Cost and management efficiencies identified and adopted							
				0	5	15	30	30
11	Number of revenue-generation plans adopted	#	0	0	0			
				0	0	5	15	30
12	Number of asset management plans adopted	#	0	0	4			
	Expected Result 2.2.: Collection rates for local fees and taxes improved							
				0	5%	+10%	+15%	+7.5%
13	Percent increase in own revenues in LGSP partner towns	%	0	0	5.67%			
				0	4	8	15	15
14	Number of municipalities increasing revenues collected from municipal property tax	#	0	0	0			
	Expected Result 2.3.: Service fees based on full cost recovery adopted							
				0	5	20	30	30
15	Number of defined services that encounter improved cost recovery	#	0	0	0			
	Expected Result 2.4.: Budgeting and reporting improved							
				0	5	20	30	30
16	Number of partner towns meeting the new government accounting standards	#	0	n/a	n/a			
				tbd	tbd	tbd	tbd	tbd
17	Number of municipal financial staff trained on new MoF accounting standards	#	0	n/a	n/a			
	Expected Result 2.5.: Citizen's access to information on available financial resources increased							
				0	10	15	28	28
18	Number of integrated communication plans adopted	#	0	0	6			

	Objective 3. Municipal energy efficiency improved							
	Expected Result 3.1.: Energy efficiency programs and action plans developed and implemented							
				0%	20%	45%	90%	90%
19	Percent of partner towns/municipalities that prepare energy efficiency plans	%	0	0	28%			
				0	500,000	2 mln.	6 mln	6mln
20	4.4.1-32 Total public and private funds leveraged by LGSP for energy projects	USD	0	0	0			
				0	768	tbd	tbd	tbd
21	4.4.1-34 Person hours of training completed in technical energy fields supported with LGSP assistance	h	0	0	816			
	Expected Result 3.2.: Energy efficiency monitoring and evaluation plans and systems established and utilized							
				tbd	tbd	tbd	tbd	tbd
22	4.4.1-31 Number of beneficiaries with improved energy services due to LGSP assistance	#	0	0	0			
				tbd	tbd	tbd	tbd	tbd
23	4.8-7 Quantity of greenhouse gas emissions, measured in metric tons of CO2 equivalent, reduced or sequestered as a result of LGSP assistance	t	0	n/a	n/a			
				0	10	20	30	30
24	Number of towns using/applying the EE monitoring tool	#	0	n/a	n/a			
	Expected Result 3.3.: Citizen understanding of energy efficiency and its benefits improved							
				0	tbd	tbd	tbd	tbd
25	Number of towns where citizens indicate increased awareness of energy efficiency	#	5.58	n/a	n/a			
				1	2	3	4	4
26	GNDR-1 Number of laws, policies, or procedures drafted, proposed or adopted to promote gender equality at the regional, national or local level	#	0	0	1			



Indicators that encountered (any) progress



Indicators those are stagnant due to various factors (incl. external circumstances)



Indicators that are not relevant for the reporting period either cannot be measured at the moment, for e.g. rely on the next MPI citizen survey or on policy level changes.

## Annex H. Sub-grants and sub-contracts

### 1. Subcontractor: Magenta Consulting

**Address:** 86 Columna str, 3rd floor, Chisinau, MD 2012, Moldova

**Contract Person:** Dumitru Slonovshi – general director

**Contact Details:** tel. +373 22 854384, e-mail: [d.slonovschi@consulting.md](mailto:d.slonovschi@consulting.md)

**Title:** Performing the Municipal Performance Index (MPI) in the 1st cohort of LGSP partner towns

**Duration:** October 2, 2012 – December 14, 2012

**Amount:** 797,748.25 MDL

**Brief Description:** The sub-contractor was responsible under this subcontract for implementing the first Municipal Performance Index (MPI) survey in the 1st cohort of LGSP partner towns (12) and performed the following services:

- Conducted in depth interviews with local government officials, public service provider management or staff, public servants (chief accountant, investments specialist, cadastral engineer, Secretary of the local Council), and citizens.
- Collect, process and analyze the data collected from the MPI interviews/questionnaires.

### 2. Subcontractor: Institute for Urban Development

**Address:** 51/3 Gh. Asachi str, Chisinau, MD 2028, Moldova

**Contract Person:** Veaceslav Bulat – executive director

**Contact Details:** tel. +373 22 211467, e-mail: [office@idu-moldova.org](mailto:office@idu-moldova.org)

**Title:** Analysis of the data collected for the Municipal Performance Index (MPI) in the 1st cohort of partner towns and generation of the MPI Report

**Duration:** November 6, 2012 – January 30, 2013

**Amount:** 191,672.00 MDL

**Brief Description:** The sub-contractor was responsible under this subcontract for development of the assessment report based on the data collected during the Municipal Performance Index (MPI) in the 1st cohort of LGSP partner towns (12) surveys.

### 3. Subcontractor: Business Research Company (BRC)

**Address:** 11 Mesager str, office 311, Chisinau, MD 2069, Moldova

**Contract Person:** Roman Ladus – general director

**Contact Details:** tel. +373 22 837 229, e-mail: [roman.ladus@brc.md](mailto:roman.ladus@brc.md)

**Title:** Development of the concept of Citizen Information and Service Center in Ungheni

**Duration:** May 3, 2013 – September 30, 2013

**Amount:** 522,778.88 MDL

**Brief Description:** The sub-contractor will assess the existing set up of Ungheni town in terms of administrative service provision and will develop the concept and necessary backup documents to establish the Citizen Information and Service Center for Ungheni town.

### 4. Subcontractor: Magenta Consulting

**Address:** 86 Columna str, 3rd floor, Chisinau, MD 2012, Moldova

**Contract Person:** Dumitru Slonovshi – general director

**Contact Details:** tel. +373 22 854384, e-mail: [d.slonovschi@consulting.md](mailto:d.slonovschi@consulting.md)

**Title:** Performing the Municipal Performance Index (MPI) in the 2<sup>nd</sup> cohort of LGSP partner towns

**Duration:** July 30, 2013 – October 20, 2013

**Amount:** 790,388.72 MDL

**Brief Description:** The sub-contractor was responsible under this subcontract for implementing the first Municipal Performance Index (MPI) survey in the 2<sup>nd</sup> cohort of LGSP partner towns (20) and performed the following services:

- Conducted in depth interviews with local government officials, public service provider management or staff, public servants (chief accountant, investments specialist, cadastral engineer, Secretary of the local Council), and citizens.
- Collected, processed and analyzed the data collected from the MPI interviews/questionnaires

## **5. Subcontractor:** ProConsulting

**Address:** 23/9 Petru Movila str., of. 4, Chisinau, Moldova

**Contract Person:** Anatol Palade –director

**Contact Details:** tel. +373 22 210089, e-mail: [apalade@proconsulting.md](mailto:apalade@proconsulting.md)

**Title:** Performing the Diagnostic analysis and service improvement plans for the 1<sup>st</sup> cohort of LGSP partner towns

**Duration:** July 19, 2013 – December 16, 2013

**Amount:** 1,291,381.40 MDL

**Brief Description:** The sub-contractor is responsible under this subcontract for conducting diagnostic analysis and developing service improvement plans for 11 services from LGSP partner towns from the 1<sup>st</sup> cohort:

Ungheni – green space management services

Ialoveni – waste management services

Causeni – water supply and sanitation services

Orhei – street lighting services

Rezina- water supply and sanitation services

Soldanesti – water supply and sanitation services

Straseni – water supply and sanitation services

Taraclia – water supply and sanitation services

Telenesti – water supply and sanitation services

Drochia – water supply and sanitation services

Sangerei – waste management services

The sub-contractor will conduct in depth analysis of present situation, financial and economic state and propose future organization of services

## **6. Subcontractor:** Contact

**Address:** 83 Bucuresti str, Chisinau, MD 2012, Moldova

**Contract Person:** Serghei Neicovcen – executive director

**Contact Details:** tel. +373 22 233946, e-mail: [sneicov@contact.md](mailto:sneicov@contact.md)

**Title:** Developing the Socio-Economic development strategies in selected partner towns of the 1<sup>st</sup> cohort

**Duration:** August 22, 2013 – January 31, 2014

**Amount:** 453,104.43 MDL

**Brief Description:** The sub-contractor is responsible under this subcontract for developing the socio-economic development strategies for:  
Straseni, Soldanesti, Taraclia, Comrat and Ialoveni.

The sub-contractor will:

- Conduct a preliminary analysis of each selected partner town based on comprehensive desk research.
- Support the town hall LPA in establishing the strategic vision of the community development
- Draft a series of sectorial analyses that cover the main strategic fields for each selected partner town
- Draft the socio-economic development action plan for each selected town utilizing the inputs from sectorial analyses.
- Support citizen participatory activities in the strategic planning process
- Assist LPA's and working groups in selected partner towns to organize and conduct public hearings to present the draft of the socio-economic development strategies

## **7. Subcontractor:** Institute for Urban Development (IDU)

**Address:** 51/3 Gh. Asachi str, Chisinau, MD 2028, Moldova

**Contract Person:** Veaceslav Bulat – executive director

**Contact Details:** tel. +373 22 233946, e-mail: [office@idu-moldova.org](mailto:office@idu-moldova.org)

**Title:** Developing the Socio-Economic development strategies in selected partner towns of the 1<sup>st</sup> cohort

**Duration:** August 22, 2013 – January 31, 2014

**Amount:** 433,520 MDL

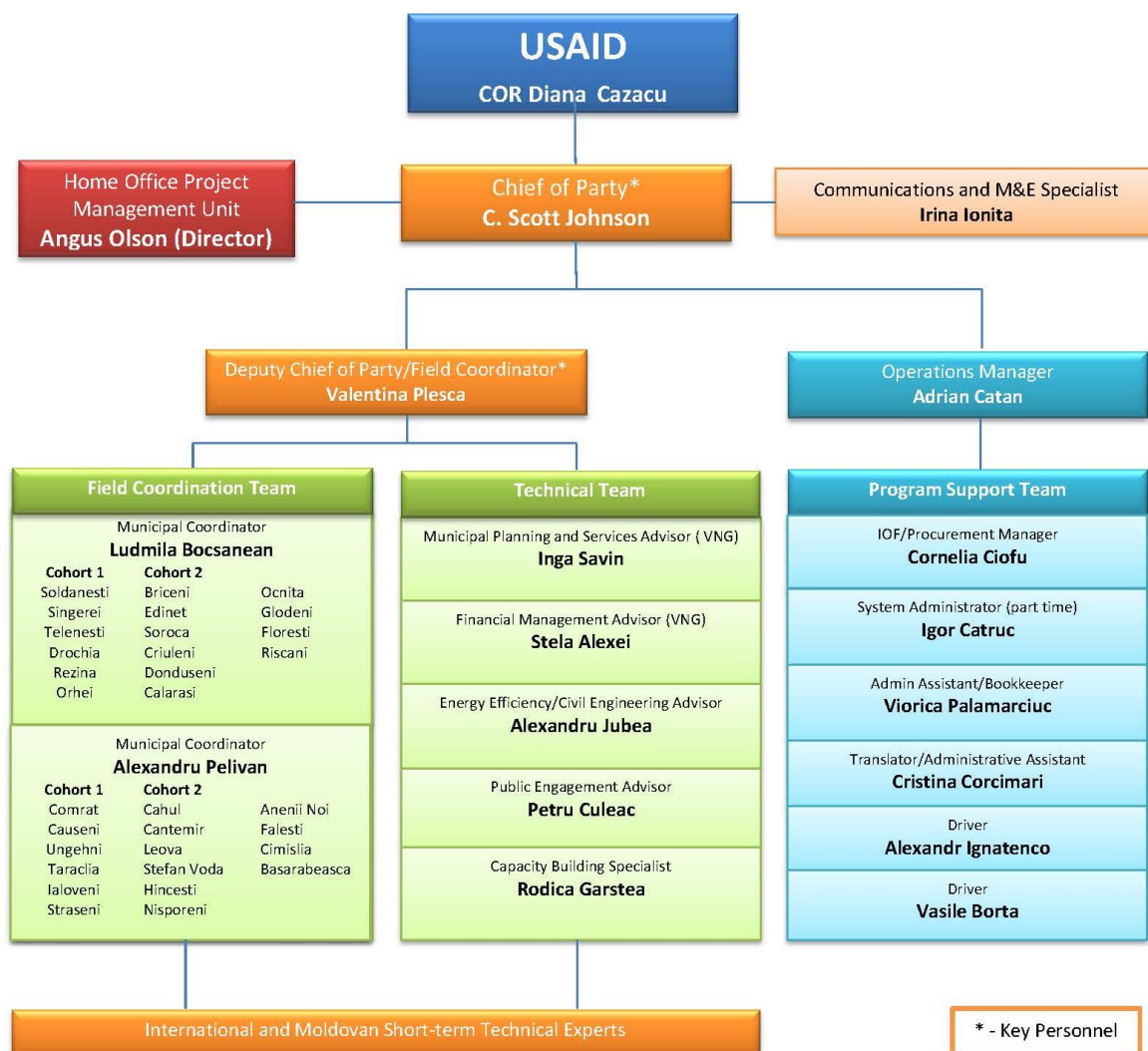
**Brief Description:** The sub-contractor is responsible under this subcontract for developing the socio-economic development strategies for:  
Ungheni, Rezina, Drochia and Singerei.

The sub-contractor will:

- Conduct a preliminary analysis of each selected partner town based on comprehensive desk research.
- Support the town hall LPA in establishing the strategic vision of the community development
- Draft a series of sectorial analyses that cover the main strategic fields for each selected partner town
- Draft the socio-economic development action plan for each selected town utilizing the inputs from sectorial analyses.
- Support citizen participatory activities in the strategic planning process
- Assist LPA's and working groups in selected partner towns to organize and conduct public hearings to present the draft of the socio-economic development strategies



## Annex I. USAID LGSP Organizational Chart



## Annex J. LGSP Partners' Matrix

Stakeholder name	Areas of cooperation	Official/important meetings and events	Contact person
<b>Moldova State Chancellery</b>	<ul style="list-style-type: none"> <li>Public finance trainings (also UNDP)</li> <li>Regular weekly meetings</li> <li>Citizen Information and Service Center (CISC)</li> <li>LGSP – member of the Technical Team of the Development Partners in the domain of local development, decentralization &amp; local autonomy (Quarterly meetings)</li> <li>LGSP participates in the working group on patrimonial decentralization (Stela)</li> </ul>	<p>First IMC Conference (5-6 June, 2013) – jointly with UNDP &amp; GIZ</p> <p>Meeting with all partners on coordinating efforts – July 3, 2013</p> <p>Communications Group created on July 15, 2013 (first mtg) – Communications Strategy and National Decentralization Campaign logos (to be used by all partners) discussed.</p> <p>Joint Partners Meeting (October 7, 2013)</p>	<p><b>Victoria Cujbă</b> 069480105 <a href="mailto:victoria.cujba@gov.md">victoria.cujba@gov.md</a></p> <p><b>Lucia Aprodu</b>, Communications Adviser tel: 060026702 <a href="mailto:lucia.aprodu@undp.org">lucia.aprodu@undp.org</a></p>
<b>Ministry for Regional Development and Construction</b>	<ul style="list-style-type: none"> <li>Strategic planning</li> <li>Urban planning</li> <li>Synchronization of local and regional policies</li> </ul>	First official meeting was held on March 18, 2013	<p><b>Svetlana Rogov</b> <a href="mailto:svetlana.rogov@mdrc.gov.md">svetlana.rogov@mdrc.gov.md</a>, <a href="mailto:svetlana.rogov@gmail.com">svetlana.rogov@gmail.com</a> (022) 20 45 60</p>
<b>Regional Development Agency - North</b>	<ul style="list-style-type: none"> <li>Strategic planning</li> <li>Waste management</li> </ul>	19 April - LGSP participated in the Balti workshop for regional strategic planning in the waste management sector (plus GIZ)	
<b>Regional Development Agency – Center</b>	<ul style="list-style-type: none"> <li>Strategic planning</li> <li>Waste management</li> </ul>	<p>LGSP co-moderated and presented in the Regional Forum for Investments and Innovations “Cooperation for Development” (May 23-24, 2013)</p> <p>June 19, 2013 – LGSP participated in the workshop for regionalization of waste management development (organized with GIZ)</p>	<p><b>Lilian Danilov</b> <a href="mailto:lilian.danilov@gmail.com">lilian.danilov@gmail.com</a>, 069364073</p>
<b>Regional Development Agency - South</b>			

<b>Ministry of Finance</b>	Offered the info materials on the new system of local public finances for the LPA Trainings (jointly organized by SC, LGSP & UNDP)		<b>Diana RĂZLOG</b> , consultant Local Budgets Direction <a href="mailto:diana.razlog@mf.gov.md">diana.razlog@mf.gov.md</a> 0 22 26 26 05
<b>Fiscal Inspectorate</b>	Participated in the EMM Training on revenue enhancement		<b>Stela Guțu</b> , Head of Local fees and taxes department <a href="mailto:guțu.stela@gmail.com">guțu.stela@gmail.com</a> 0 22 82 33 67 (work) +373 79584636 (mob)
<b>Ministry of Environment</b>	<ul style="list-style-type: none"> <li>Coordination of the strategic plans and policies in the domain of water &amp; sanitation, waste management, etc. with the regional and national ones</li> </ul>	An official meeting took place on February 1, 2013 COP & DCOP participated in Coordination Councils for Water & Sanitation DCOP participated in the Coordination Council mtg reg. Water & health Protocol [SDC-CEE-UN] +Opening of the Information Center in the framework of the given Protocol	<b>Maria Nagornii</b> <a href="mailto:policy@mediu.gov.md">policy@mediu.gov.md</a> 069698636
<b>National Environmental Fund</b>	<ul style="list-style-type: none"> <li></li> </ul>	NEF participated in the LGSP Round Table on EE (November 20, 2012)	
Ministry of Economy <b>Agency for Energy Efficiency</b>	<ul style="list-style-type: none"> <li>Jointly produced the Guide for Energy Efficiency and Renewables</li> <li>Development of LEEPs and LEEAPs</li> </ul>	AEE participated as presenters in the LGSP EMM Summit (July 10, 2013)	<b>Călin Negură</b> <a href="mailto:calin.negura@aee.md">calin.negura@aee.md</a> (022) 49-94-44
<b>Energy Efficiency Fund</b>	<ul style="list-style-type: none"> <li>Sharing info on how towns can access the EE Fund (in 2012 = 100 mln MDL)</li> </ul>	EE Fund participated in the LGSP Round Table on EE (November 20, 2012)	<b>Viorel Munteanu</b> 060 809 709
<b>Public Property Agency</b>	Participated in the LGSP PPP training		
<b>e-Governance Center</b>	Platforms for the town halls' webpages CISC?		<b>Margareta Petrușevschi</b> <a href="mailto:margareta.petrusevschi@egov.md">margareta.petrusevschi@egov.md</a>  +373 22 250 295
<b>Joint Integrated</b>	<ul style="list-style-type: none"> <li>Public finance trainings</li> </ul>	<ul style="list-style-type: none"> <li>IMC Conference</li> </ul>	<b>Olesea Cazacu</b>

<b>Local Development Project (JILDUP UNDP)</b>			<a href="mailto:olesea.cazacu@undp.org">olesea.cazacu@undp.org</a> 069351082
Women's Economic Empowerment through Increasing Employability in the Republic of Moldova ( <b>UN Women</b> )	<ul style="list-style-type: none"> <li>Sharing gender specific documents</li> </ul>	Gender mission	<b>Veaceslav Bălan</b> <a href="mailto:veaceslav.balan@unwomen.org">veaceslav.balan@unwomen.org</a>  +373 60 42 19 19
<b>UNICEF</b>	<ul style="list-style-type: none"> <li></li> </ul>	27 May 2013 – Disaster Risk Management in Ungheni [joint focus group to be carried out]	
Modernization of Local Public Services in the Republic of Moldova ( <b>GIZ</b> )	<ul style="list-style-type: none"> <li>Waste management related workshops (listed above under RDAs)</li> <li>Joint gender concerns</li> </ul>	<ul style="list-style-type: none"> <li>IMC Conference</li> </ul> Gender mission <ul style="list-style-type: none"> <li>Working meeting on the elaboration of training program for the service providers in Water&amp;Sanitation (30 Sept 2013)</li> </ul>	<b>Natalia Iachimov</b> <a href="mailto:natalia.iachimov@giz.de">natalia.iachimov@giz.de</a> + 373-22-860588 <b>Laura Bohanțova</b> <a href="mailto:laura.bohantova@giz.de">laura.bohantova@giz.de</a> + 373 699 18 296
<b>USAID BRITE</b>	CISC	Presented their project during the Second Quarterly Mayors' Meeting in Ungheni	<b>Mihai Bologan</b> <a href="mailto:mbologan@brite.md">mbologan@brite.md</a>
<b>CALM</b>	<ul style="list-style-type: none"> <li>Participated in the LGSP EMM training on PPP &amp; IMC</li> <li>Jointly produced the Communications Guide for LPAs</li> <li>LGSP helped establish the connection with the Ohio Municipal League</li> <li>LGSP sending 4 mayors at the NEXPO Conference</li> <li>Public Finance Trainings</li> </ul>	Co-moderation of the Gender Panel during the NEXPO NALAS Conference in Croatia (September 24-27, 2013)	<b>Viorel Furdui</b> <a href="mailto:viorel.furdui@calm.md">viorel.furdui@calm.md</a> 079588547  <b>Irina Luncașu</b> <a href="mailto:irina.luncasu@calm.md">irina.luncasu@calm.md</a> (373) 79588442
<b>Information Center Ialoveni (CIAL)</b>	<ul style="list-style-type: none"> <li>Participated in LGSP training on Funds and Grants Management (June 2013).</li> <li>Sharing information on the financial opportunities for LPAs on a regular basis</li> </ul>		<b>Krzysztof Kolanowski</b> <a href="mailto:krzysztof.kolanowski@centruinfo.org">krzysztof.kolanowski@centruinfo.org</a> +373 781 68664

<b>Peace Corps</b>	<ul style="list-style-type: none"> <li>• Straseni Peace Corps volunteer is helping LGSP team with the Focus Groups on Strategic Planning, the Working Groups on Strategic Planning, as well as with the Workshop on Public Participation for LPA staff in Straseni.</li> <li>• Recently (August 2013) Rezina town hall received a PC volunteer open to cooperate with LGSP</li> <li>• Youth and citizen involvement</li> </ul>	Proposal writing (Cultural Heritage US Embassy grants)	<b>Ana Ciolan</b> 068020808
<b>Public Administration Academy</b>	<ul style="list-style-type: none"> <li>• Published 2 articles of LGSP in the “Functionarul Public”/ “The Public Official” newspaper</li> </ul>		<b>Ion Axenti</b> <a href="mailto:ion.axenti.vlad@gmail.com">ion.axenti.vlad@gmail.com</a> 069317483
<b>Swiss Cooperation Office</b>	LGSP became member of the water supply and sanitation Donor Coordination meeting along with other donors such as the Austrian Development Agency (ADA), German Development Agency (GIZ), EU support project in WSS, and World Bank project in WSS, and SDO.	November 19, 2012	
<b>National Democratic Institute (NDI)</b>		<ul style="list-style-type: none"> <li>• A meeting took place (April 17, 2013) in the framework of the Gender Mission</li> <li>• A meeting took place on cooperation [Diana Cazacu, COP &amp; DCOP]</li> </ul>	<b>Eva Victoria Bounegru</b> <a href="mailto:evbounegru@ndi.org">evbounegru@ndi.org</a> 069132095 M. Cibotari 8A
<b>IDIS Viitorul</b>	LGSP is member of the Best Practices Program		<b>Ana-Maria Veveriță</b> <a href="mailto:veverita.maria@gmail.com">veverita.maria@gmail.com</a> +373 69 42 47 09

## Annex K. LGSP activities and events reflected in the Media

ACTIVITY/EVENT	DATE	TOWN	LINK
<b>MPI presentations and news related to it</b>			
MPI & Water Service improvement	28 January 2013	Causeni	<a href="http://www.primaria.causeni.org/noutati/412-apa-structura-cea-mai-important-n-viaa-omului.html">http://www.primaria.causeni.org/noutati/412-apa-structura-cea-mai-important-n-viaa-omului.html</a>
Citizen participation & MPI presentation,	March 28, 2013	Straseni	<a href="http://www.canalregional.md/libview.php?l=ro&amp;idc=355&amp;id=12829">http://www.canalregional.md/libview.php?l=ro&amp;idc=355&amp;id=12829</a>
<b>Regional Launches</b>			
Announcement about Launches	April 10, 2013	Chisinau	<a href="http://www.civic.md/stiri/stiri-ong/20404-agenzia-stator-unite-pentru-dezvoltare-internaional-ii-extinde-suportul-su-pentru-autoritile-locale-din-moldova.html">http://www.civic.md/stiri/stiri-ong/20404-agenzia-stator-unite-pentru-dezvoltare-internaional-ii-extinde-suportul-su-pentru-autoritile-locale-din-moldova.html</a> <a href="http://www.descentralizare.gov.md/print.php?l=en&amp;idc=249&amp;id=993">http://www.descentralizare.gov.md/print.php?l=en&amp;idc=249&amp;id=993</a>
Launch in Leova	April 4, 2013	Leova	<a href="http://www.stiri-azi.ro/ziaire/articol/articol/proiectul-usaid-de-sustinere-a-autoritatilor-locale-din-moldova-se-lanseaza-in-or-leova/sumar-articol/118588348/">http://www.stiri-azi.ro/ziaire/articol/articol/proiectul-usaid-de-sustinere-a-autoritatilor-locale-din-moldova-se-lanseaza-in-or-leova/sumar-articol/118588348/</a> <a href="http://www.civic.md/stiri/comunicate/20339-comunicat-de-pres-proiectul-usaid-de-sustinere-a-autoritatilor-locale-din-moldova-lanseaza-proiectul-in-or-leova.html">http://www.civic.md/stiri/comunicate/20339-comunicat-de-pres-proiectul-usaid-de-sustinere-a-autoritatilor-locale-din-moldova-lanseaza-proiectul-in-or-leova.html</a> <a href="http://localitati.md/proiectul-usaid-de-sustinere-a-autoritatilor-locale-din-moldova-se-lanseaza-in-or-leova/">http://localitati.md/proiectul-usaid-de-sustinere-a-autoritatilor-locale-din-moldova-se-lanseaza-in-or-leova/</a>
First LGSP Cimislia meeting	February 27, 2013	Cimislia	<a href="http://www.youtube.com/watch?v=cGbN5arctIQ">http://www.youtube.com/watch?v=cGbN5arctIQ</a>
Launch in Cimislia	May 15, 2013	Cimislia	<a href="http://cimislia.md/ru/node/381">http://cimislia.md/ru/node/381</a> <a href="http://www.moldpres.md/News.aspx?NewsCod=4694&amp;NewsDate=20.05.2013">http://www.moldpres.md/News.aspx?NewsCod=4694&amp;NewsDate=20.05.2013</a> <a href="http://www.stiri-azi.ro/ziaire/articol/articol/statele-unite-vor-oferi-sustinere-autoritatilor-locale-din-cimislia/sumar-articol/129843996/">http://www.stiri-azi.ro/ziaire/articol/articol/statele-unite-vor-oferi-sustinere-autoritatilor-locale-din-cimislia/sumar-articol/129843996/</a>
Launch in Donduseni	April 11, 2013	Donduseni	<a href="http://canalregional.md/libview.php?l=ro&amp;idc=412&amp;id=12921&amp;parent=0">http://canalregional.md/libview.php?l=ro&amp;idc=412&amp;id=12921&amp;parent=0</a> <a href="http://tvtd.3dn.ru/load/v_dondushen_proshla_prezentaciya_novogo_proekta_usaid/1-1-0-617">http://tvtd.3dn.ru/load/v_dondushen_proshla_prezentaciya_novogo_proekta_usaid/1-1-0-617</a>
Launch in Edinet	April 10, 2013	Edinet	<a href="http://primariaedinet.md/04-2013/lansarea-proiectului-de-sustinere-a-autoritatilor-locale-din-moldova-la-edinet/">http://primariaedinet.md/04-2013/lansarea-proiectului-de-sustinere-a-autoritatilor-locale-din-moldova-la-edinet/</a>
Launch in Calarasi	April 12, 2013	Calarasi	<a href="http://www.calarasi-primaria.md/?pag=news&amp;opa=view&amp;id=296&amp;tip=proiecte&amp;start=&amp;l=">http://www.calarasi-primaria.md/?pag=news&amp;opa=view&amp;id=296&amp;tip=proiecte&amp;start=&amp;l=</a>
Launch in Floresti	April 22, 2013	Floresti	<a href="http://flortv.net/news/usaid_in_colaborarea_cu_autoritatile_din_or_floresti/2013-04-22-957">http://flortv.net/news/usaid_in_colaborarea_cu_autoritatile_din_or_floresti/2013-04-22-957</a>
Launch in Stefan Voda	April 24, 2013	Stefan Voda	<a href="http://www.primariastefanvoda.md/?pag=news&amp;tip=noutate&amp;opa=view&amp;id=148&amp;l=">http://www.primariastefanvoda.md/?pag=news&amp;tip=noutate&amp;opa=view&amp;id=148&amp;l=</a>
Launch in Soroca	April 26, 2013	Soroca	<a href="http://sortv.info.md/index.php?option=com_content&amp;view=article&amp;id=1333:proiectul-de-sustinere-a-autoritatilor-locale-din-moldova&amp;catid=10&amp;Itemid=310">http://sortv.info.md/index.php?option=com_content&amp;view=article&amp;id=1333:proiectul-de-sustinere-a-autoritatilor-locale-din-moldova&amp;catid=10&amp;Itemid=310</a>
Launch in Soroca, Observatorul de Nord	April 26, 2013	Soroca	<a href="http://issuu.com/8761/docs/17_694_2013">http://issuu.com/8761/docs/17_694_2013</a>
Launch in Criuleni	May 24, 2013	Criuleni	<a href="http://estcurier.api.md/24mai.html">http://estcurier.api.md/24mai.html</a>
Launch in Hincesti	April 9, 2013	Hincesti	<a href="http://curierul.md/index.php?option=com_k2&amp;view=item&amp;id=2657:excelenta-in-administrarea-locala-a-or-hincesti-6131095">http://curierul.md/index.php?option=com_k2&amp;view=item&amp;id=2657:excelenta-in-administrarea-locala-a-or-hincesti-6131095</a> <a href="http://m.pressactors.com/moldova/news/item/excelenta-in-administrarea-locala-a-or-hincesti-6131095">http://m.pressactors.com/moldova/news/item/excelenta-in-administrarea-locala-a-or-hincesti-6131095</a>
Launch in Ocnita	April 23,	Ocnita	<a href="http://www.ocnita.md/index.php?name=news&amp;op=readfull&amp;news=532">http://www.ocnita.md/index.php?name=news&amp;op=readfull&amp;news=532</a>

	2013		
Launch in Glodeni	April 24, 2013	Glodeni	<a href="http://www.canalregional.md/libview.php?l=ro&amp;idc=387&amp;id=12975">http://www.canalregional.md/libview.php?l=ro&amp;idc=387&amp;id=12975</a>
<b>Asset Management Technical Assistance</b>			
Asset MG technical assistance,	February 28, 2013	Taraclia	<a href="http://www.stiri-azi.ro/ziare/articol/sumar-articol/110146704/">http://www.stiri-azi.ro/ziare/articol/sumar-articol/110146704/</a> <a href="http://www.raiontaracalia.md/index.php/novosti">http://www.raiontaracalia.md/index.php/novosti</a>
<b>Technical assistance on Energy Efficiency</b>			
Launch of TA on EE	May 30, 2013	Ialoveni	<a href="http://serviciilocale.md/libview.php?l=ro&amp;idc=59&amp;id=552&amp;t=/Stiri-Galerii-foto/Noutati-pe-domenii/Eficienta-energetica/Proiectul-USAID-LGSP-si-a-lansat-asistenta-tehnica-pentru-orase-in-domeniul-Eficientei-Energetice">http://serviciilocale.md/libview.php?l=ro&amp;idc=59&amp;id=552&amp;t=/Stiri-Galerii-foto/Noutati-pe-domenii/Eficienta-energetica/Proiectul-USAID-LGSP-si-a-lansat-asistenta-tehnica-pentru-orase-in-domeniul-Eficientei-Energetice</a> <a href="http://ialoveni.md/index.php">http://ialoveni.md/index.php</a>
Energy Efficiency,	July 22, 2013	Straseni	<a href="http://www.straseni.md/index.php?option=com_content&amp;view=article&amp;id=133:vizita-experilor-la-streni">http://www.straseni.md/index.php?option=com_content&amp;view=article&amp;id=133:vizita-experilor-la-streni</a>
<b>Strategic Planning</b>			
Strategic planning inception workshop	January 31, 2013	Chisinau	<a href="http://www.primaria-soldanesti.md/news/?nid=6f0f78e8675a6d8b07c67bc78792bada">http://www.primaria-soldanesti.md/news/?nid=6f0f78e8675a6d8b07c67bc78792bada</a>
Strategic Planning in Orhei,	February 28, 2013	Orhei	<a href="http://www.aicitv.md/index.php/ro/elita-tv-orchei">http://www.aicitv.md/index.php/ro/elita-tv-orchei</a> <a href="http://www.orhei.md/orhei/default/news_content/65">http://www.orhei.md/orhei/default/news_content/65</a> <a href="http://www.youtube.com/watch?v=URvBuTg1RTY">http://www.youtube.com/watch?v=URvBuTg1RTY</a>
Comrat Strategic Planning (first succesful meeting),	March 7, 2013	Comrat	<a href="http://www.comrat.md/index.php?option=com_content&amp;view=article&amp;id=2537:-usaid&amp;catid=17:2009-12-03-14-46-44&amp;Itemid=77">http://www.comrat.md/index.php?option=com_content&amp;view=article&amp;id=2537:-usaid&amp;catid=17:2009-12-03-14-46-44&amp;Itemid=77</a>
Strategic Planning in Comrat	March 7, 2013	Comrat	<a href="http://www.comrat.md/index.php?option=com_content&amp;view=article&amp;id=2650:usaid----&amp;catid=17:2009-12-03-14-46-44&amp;Itemid=77">http://www.comrat.md/index.php?option=com_content&amp;view=article&amp;id=2650:usaid----&amp;catid=17:2009-12-03-14-46-44&amp;Itemid=77</a>
Strategic Planning in Straseni	March 14, 2013	Straseni	<a href="http://www.straseni.md/index.php?option=com_content&amp;view=article&amp;id=122:strategie-socio-economic-la-nivel-local-a-oraului-streni-2013-2020">http://www.straseni.md/index.php?option=com_content&amp;view=article&amp;id=122:strategie-socio-economic-la-nivel-local-a-oraului-streni-2013-2020</a>
Strategic Planning in Taraclia,	March 15, 2013	Taraclia	<a href="http://nts.md/index.php?option=com_hwdvideoshare&amp;task=viewvideo&amp;Itemid=76&amp;video_id=947">http://nts.md/index.php?option=com_hwdvideoshare&amp;task=viewvideo&amp;Itemid=76&amp;video_id=947</a> <a href="http://www.stiri-azi.ro/ziare/articol/sumar-articol/113424174/">http://www.stiri-azi.ro/ziare/articol/sumar-articol/113424174/</a> <a href="http://www.civic.md/index.php?option=com_content&amp;task=view&amp;id=20094&amp;Itemid=200649">http://www.civic.md/index.php?option=com_content&amp;task=view&amp;id=20094&amp;Itemid=200649</a>
Strategic Planning Workshop in Drochia	March 15, 2013	Drochia	<a href="http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=252&amp;tip=noutate&amp;start=&amp;l=">http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=252&amp;tip=noutate&amp;start=&amp;l=</a>
Announcement strategic planning workshop,	April 15, 2013	Soldanesti	<a href="http://www.primaria-soldanesti.md/news/?nid=4f9c9ca646bab56e0bc434f6641f664">http://www.primaria-soldanesti.md/news/?nid=4f9c9ca646bab56e0bc434f6641f664</a>
Strategic Planning,	April 17, 2013	Comrat	<a href="http://www.comrat.md/index.php?option=com_content&amp;view=article&amp;id=2650:usaid----&amp;catid=17:2009-12-03-14-46-44&amp;Itemid=77">http://www.comrat.md/index.php?option=com_content&amp;view=article&amp;id=2650:usaid----&amp;catid=17:2009-12-03-14-46-44&amp;Itemid=77</a>
Strategic Planning Focus Groups in Drochia	April 18, 2013	Drochia	<a href="http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=261&amp;tip=noutate&amp;start=&amp;l=">http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=261&amp;tip=noutate&amp;start=&amp;l=</a>
Strategic Planning Causeni Announcement	March 21, 213	Causeni	<a href="http://www.primaria.causeni.org/noutati/447-primria-cueni-i-proiectul-lgsp-usaid.html">http://www.primaria.causeni.org/noutati/447-primria-cueni-i-proiectul-lgsp-usaid.html</a>
Strategic Planning focus group in	May 20,	Singerei	<a href="http://www.reporter.stirilocale.md/localitati/sangerei/item/197-ateliere-de-lucru-din-cadrul-proiectului-lgsp-%C3%AEn-">http://www.reporter.stirilocale.md/localitati/sangerei/item/197-ateliere-de-lucru-din-cadrul-proiectului-lgsp-%C3%AEn-</a>

Singerei	2013		<a href="#">s%C3%AEngerei.html</a>
Strategic Planning,	23 May 2013	Causeni	<a href="http://www.primaria.causeni.org/noutati/477-comunicarea-i-publicitatea-cheia-succesului.html">http://www.primaria.causeni.org/noutati/477-comunicarea-i-publicitatea-cheia-succesului.html</a>
<b>Second EMM Summit</b>			
Second EMM Summit	July 10, 2013	Chisinau	<a href="http://www.comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=7014">http://www.comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=7014</a>
Second EMM Summit	July 10, 2013	Chisinau	<a href="http://www.mdrc.gov.md/libview.php?l=ro&amp;idc=27&amp;id=2623&amp;t=/Serviciul-de-presa/Noutati/Cel-de-al-doilea-summit-de-excelenta-in-administrarea-locala-s-a-desfaurat-la-Chiinau">http://www.mdrc.gov.md/libview.php?l=ro&amp;idc=27&amp;id=2623&amp;t=/Serviciul-de-presa/Noutati/Cel-de-al-doilea-summit-de-excelenta-in-administrarea-locala-s-a-desfaurat-la-Chiinau</a>
Second EMM Summit	July 10, 2013	Chisinau	<a href="http://www.aee.md/primele-stiri/buletin-comunicat-anun/166-cel-de-al-doilea-summit-de-excelen-n-management-local">http://www.aee.md/primele-stiri/buletin-comunicat-anun/166-cel-de-al-doilea-summit-de-excelen-n-management-local</a>
Second EMM Summit	July 10, 2013	Chisinau	<a href="http://www.civic.md/stiri/stiri-ong/21300-miercuri-10-iulie-2013-a-avut-loc-cel-de-al-doilea-summit-de-excelen-in-management-local.html">http://www.civic.md/stiri/stiri-ong/21300-miercuri-10-iulie-2013-a-avut-loc-cel-de-al-doilea-summit-de-excelen-in-management-local.html</a>
Second EMM Summit	July 10, 2013	Chisinau	<a href="https://www.facebook.com/notes/usaaid-local-government-support-project-in-moldova/al-doilea-summit-de-excelen%C5%A3%C4%83-%C3%AEn-management-%20local/334528393345938?notif_t=like">https://www.facebook.com/notes/usaaid-local-government-support-project-in-moldova/al-doilea-summit-de-excelen%C5%A3%C4%83-%C3%AEn-management-%20local/334528393345938?notif_t=like</a>
Second EMM Summit	July 10, 2013	Chisinau	<a href="http://blog.sportbusiness.md/facilitati/ghidul-de-eficienta-energetica-si-resurse-regenerabile-buna-chestiuta-pentru-sportul-local.html">http://blog.sportbusiness.md/facilitati/ghidul-de-eficienta-energetica-si-resurse-regenerabile-buna-chestiuta-pentru-sportul-local.html</a>
Second EMM Summit	July 10, 2013	Causeni	<a href="http://www.primaria.causeni.org/noutati/489-al-doilea-summit-de-excelen-n-management-local-organizat-de-proiectul-de-susinere-a-autoritatilor-locale-din-moldova.html">http://www.primaria.causeni.org/noutati/489-al-doilea-summit-de-excelen-n-management-local-organizat-de-proiectul-de-susinere-a-autoritatilor-locale-din-moldova.html</a>
<b>Launch of the Communications Guide for LPAs</b>			
Launch of the Communications Guide	July 10, 2013	Chisinau	<a href="http://serviciilocale.md/doc.php?l=ro&amp;idc=110&amp;id=592&amp;t=/Publicatii/Administratie-publica-locala/Ghid-de-comunicare-pentru-autoritatile-publice-locale-din-Moldova">http://serviciilocale.md/doc.php?l=ro&amp;idc=110&amp;id=592&amp;t=/Publicatii/Administratie-publica-locala/Ghid-de-comunicare-pentru-autoritatile-publice-locale-din-Moldova</a>
Launch of the Communications Guide	July 10, 2013	Chisinau	<a href="http://www.calm.md/libview.php?l=ro&amp;idc=66&amp;id=628&amp;t=/SERVICIUL-PRESA/Comunicate/Ghid-de-comunicare-pentru-autoritatile-publice-locale/">http://www.calm.md/libview.php?l=ro&amp;idc=66&amp;id=628&amp;t=/SERVICIUL-PRESA/Comunicate/Ghid-de-comunicare-pentru-autoritatile-publice-locale/</a>
CALM consults the Guide with their members	February 28, 2013	Chisinau	<a href="http://www.calm.md/libview.php?l=ro&amp;idc=21&amp;id=345&amp;t=/Procesul-legislativ/Proiecte-de-acte-normative/CALM-solicita-opinia-membriilor-in-privinta-proiectului-Ghidului-de-Comunicare-pentru-APL-elaborat-in-cadrul-proiectului-de-sustinere-a-autoritatilor-locale-din-Moldova-USAID/">http://www.calm.md/libview.php?l=ro&amp;idc=21&amp;id=345&amp;t=/Procesul-legislativ/Proiecte-de-acte-normative/CALM-solicita-opinia-membriilor-in-privinta-proiectului-Ghidului-de-Comunicare-pentru-APL-elaborat-in-cadrul-proiectului-de-sustinere-a-autoritatilor-locale-din-Moldova-USAID/</a>
<b>Launch of the Energy Efficiency Guide</b>			
Launch of the Energy Efficiency Guide	July 10, 2013	Chisinau	<a href="http://serviciilocale.md/libview.php?l=ro&amp;idc=59&amp;id=595&amp;t=/Stiri-Galerii-foto/Noutati-pe-domenii/Eficienta-energetica/A-fost-lansat-Ghidul-de-Eficienta-Energetica-si-Resurse-Regenerabile">http://serviciilocale.md/libview.php?l=ro&amp;idc=59&amp;id=595&amp;t=/Stiri-Galerii-foto/Noutati-pe-domenii/Eficienta-energetica/A-fost-lansat-Ghidul-de-Eficienta-Energetica-si-Resurse-Regenerabile</a>
Launch of the Energy Efficiency Guide	July 10, 2013	Chisinau	<a href="http://www.comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=7054">http://www.comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=7054</a>
Launch of the Energy Efficiency Guide	July 10, 2013	Chisinau	<a href="http://www.civic.md/stiri/stiri-ong/21322-a-fost-lansat-ghidul-de-eficien-energetic-i-resurse-regenerabile.html">http://www.civic.md/stiri/stiri-ong/21322-a-fost-lansat-ghidul-de-eficien-energetic-i-resurse-regenerabile.html</a>
<b>Trainings on the new amendments of the Public Finance Law</b>			
Press release announcing the trainings	August 16, 2013	Chisinau	<a href="http://www.gov.md/libview.php?l=ro&amp;idc=436&amp;id=6631">http://www.gov.md/libview.php?l=ro&amp;idc=436&amp;id=6631</a>
Trainings' calendar	September 10, 2013	Chisinau	<a href="http://descentralizare.gov.md/libview.php?l=ro&amp;idc=249&amp;id=1117&amp;t=%2FEVENIMENTE%2FNationale%2FVEDEI-AICI-orarul-seminarelor-privind-finantele-publice-locale">http://descentralizare.gov.md/libview.php?l=ro&amp;idc=249&amp;id=1117&amp;t=%2FEVENIMENTE%2FNationale%2FVEDEI-AICI-orarul-seminarelor-privind-finantele-publice-locale</a>
Article about the trainings	August 22, 2013	Cimislia	<a href="http://www.evz.md/cursuri-de-autonomie-financiara-pentru-primari/">http://www.evz.md/cursuri-de-autonomie-financiara-pentru-primari/</a>
Interview with Victoria Cujba from the State Chancellery	August 19, 2013	Chisinau	<a href="http://www.trm.md/ro/radiojurnalul-amiezii/radiojurnalul-amiezii-din-19-august-2013/">http://www.trm.md/ro/radiojurnalul-amiezii/radiojurnalul-amiezii-din-19-august-2013/</a>
Video from the training in Taraclia	September 19, 2013	Taraclia	<a href="http://www.youtube.com/watch?v=-vXnBCINCUG&amp;feature=share">http://www.youtube.com/watch?v=-vXnBCINCUG&amp;feature=share</a>
News about the training in Soroca	September 18, 2013	Soroca	<a href="http://play.md/308303">http://play.md/308303</a>
<b>Other events</b>			



LGSP Activity in 2012,	January 18, 2013	Orhei	<a href="http://orhei.md/orhei/default/news_content/59">http://orhei.md/orhei/default/news_content/59</a>
PPP Training Orhei,	January 24, 2013	Orhei	<a href="http://www.orhei.md/orhei/default/news_content/62">http://www.orhei.md/orhei/default/news_content/62</a>
Revenue Increase Training	February 12, 2013	Orhei	<a href="http://www.orhei.md/orhei/default/news_content/67">http://www.orhei.md/orhei/default/news_content/67</a>
Training on taxes and fees	March 12, 2013	Causeni	<a href="http://www.primaria.causeni.org/noutati/438-taxe-si-impozite-locale.html">http://www.primaria.causeni.org/noutati/438-taxe-si-impozite-locale.html</a>
Meeting MCDR LGSP	March 18, 2013	Chisinau	<a href="http://mdrc.gov.md/libview.php?l=ro&amp;idc=27&amp;id=2550&amp;t=%2FServiciul-de-presa%2FNoutati%2FMDRC-i-USAID-au-discutat-despre-prioritatile-cooperarii-bilaterale">http://mdrc.gov.md/libview.php?l=ro&amp;idc=27&amp;id=2550&amp;t=%2FServiciul-de-presa%2FNoutati%2FMDRC-i-USAID-au-discutat-despre-prioritatile-cooperarii-bilaterale</a> <a href="http://unimedia.info/comunicate/mdrc-si-usaid-au-discutat-despre-prioritatile-cooperarii-bilaterale-419.html">http://unimedia.info/comunicate/mdrc-si-usaid-au-discutat-despre-prioritatile-cooperarii-bilaterale-419.html</a>
Visit of Bruce Brower in Orhei	March 26, 2013	Orhei	<a href="http://www.orhei.md/orhei/default/news_content/83">http://www.orhei.md/orhei/default/news_content/83</a>
Human Resources Training	April 1, 2013	Telenesti	<a href="http://www.primariatelenesti.md/news/?nid=aac2c2b1848522226067aafc29606498">http://www.primariatelenesti.md/news/?nid=aac2c2b1848522226067aafc29606498</a>
Revenue Enhancement Training	April 4, 2013	Drochia	<a href="http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=257&amp;tip=noutate&amp;start=&amp;l=">http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=257&amp;tip=noutate&amp;start=&amp;l=</a>
Revenue Enhancement Training,	April 7, 2013	Drochia	<a href="http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=257&amp;tip=noutate&amp;start=&amp;l=">http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=257&amp;tip=noutate&amp;start=&amp;l=</a>
Public Procurement Training	April 17-18, 2013	Drochia	<a href="http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=265&amp;tip=noutate&amp;start=&amp;l=">http://primariadrochia.md/?pag=news&amp;opa=view&amp;id=265&amp;tip=noutate&amp;start=&amp;l=</a>
Public Procurement Training	April 17-18, 2013	Orhei	<a href="http://www.orhei.md/orhei/default/news_content/105">http://www.orhei.md/orhei/default/news_content/105</a>
2 <sup>nd</sup> Mayor's Meeting	25-26 April 2013	Ungheni	<a href="http://ungheni.md/%C3%AEn-perioada-25-26-aprilie-ora-%C8%99ul-ungheni-a-g%C4%83zduit-%C3%AEntrunirea-trimestrial%C4%83-a-proiectului-usaid/">http://ungheni.md/%C3%AEn-perioada-25-26-aprilie-ora-%C8%99ul-ungheni-a-g%C4%83zduit-%C3%AEntrunirea-trimestrial%C4%83-a-proiectului-usaid/</a>
Call for the citizens to pay taxes	April 25, 2013	Causeni	<a href="http://www.primaria.causeni.org/noutati/467-achitnd-taxe-i-impozitele-locale-contribui-la-dezvoltarea-economic-a-oraului-tu.html">http://www.primaria.causeni.org/noutati/467-achitnd-taxe-i-impozitele-locale-contribui-la-dezvoltarea-economic-a-oraului-tu.html</a>
Public Procurement Training	April 25, 2013	Orhei	<a href="http://www.orhei.md/orhei/default/news_content/105">http://www.orhei.md/orhei/default/news_content/105</a>
Funds & Grants Training with CIAL	June 26, 2013	Chisinau	<a href="http://www.comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=6986">http://www.comunicate.md/index.php?task=articles&amp;action=view&amp;article_id=6986</a> <a href="http://www.centruinfo.org/images/PDF/02.newsletter2.pdf">http://www.centruinfo.org/images/PDF/02.newsletter2.pdf</a> <a href="http://www.primaria-soldanesti.md/news/?nid=660694d0f14e7dd3f167edb2e3a011c8">http://www.primaria-soldanesti.md/news/?nid=660694d0f14e7dd3f167edb2e3a011c8</a>
Meeting with partners at the State Chancellery on the Decentralization Reform	July 3, 2013	Chisinau	<a href="http://descentralizare.gov.md/libview.php?l=ro&amp;idc=249&amp;id=1081&amp;t=/EVENTIMENTE/Nationale/Partenerii-de-dezvoltare-au-facut-o-trecere-in-revista-a-proiectelor-pentru-promovarea-reformei-de-descentralizare">http://descentralizare.gov.md/libview.php?l=ro&amp;idc=249&amp;id=1081&amp;t=/EVENTIMENTE/Nationale/Partenerii-de-dezvoltare-au-facut-o-trecere-in-revista-a-proiectelor-pentru-promovarea-reformei-de-descentralizare</a>
Setting the info board	July 19, 2013	Ungheni	<a href="http://ungheni.md/%C3%AEnc%C4%83-un-pas-spre-transparen%C5%A3%C4%83/">http://ungheni.md/%C3%AEnc%C4%83-un-pas-spre-transparen%C5%A3%C4%83/</a>
One year of LGSP in Causeni	July 19, 2013	Causeni	<a href="http://www.primaria.causeni.org/noutati/490-un-an-de-la-lansarea-proiectului-de-susinere-a-autoritatilor-locale-din-moldova-lgsp-din-cadrul-usaid.html">http://www.primaria.causeni.org/noutati/490-un-an-de-la-lansarea-proiectului-de-susinere-a-autoritatilor-locale-din-moldova-lgsp-din-cadrul-usaid.html</a>
Diagnostic analysis meeting in Causeni	September 4, 2013	Causeni	<a href="http://www.primaria.causeni.org/noutati/500-analiza-diagnostic-apa-canal-cueni.html">http://www.primaria.causeni.org/noutati/500-analiza-diagnostic-apa-canal-cueni.html</a>

